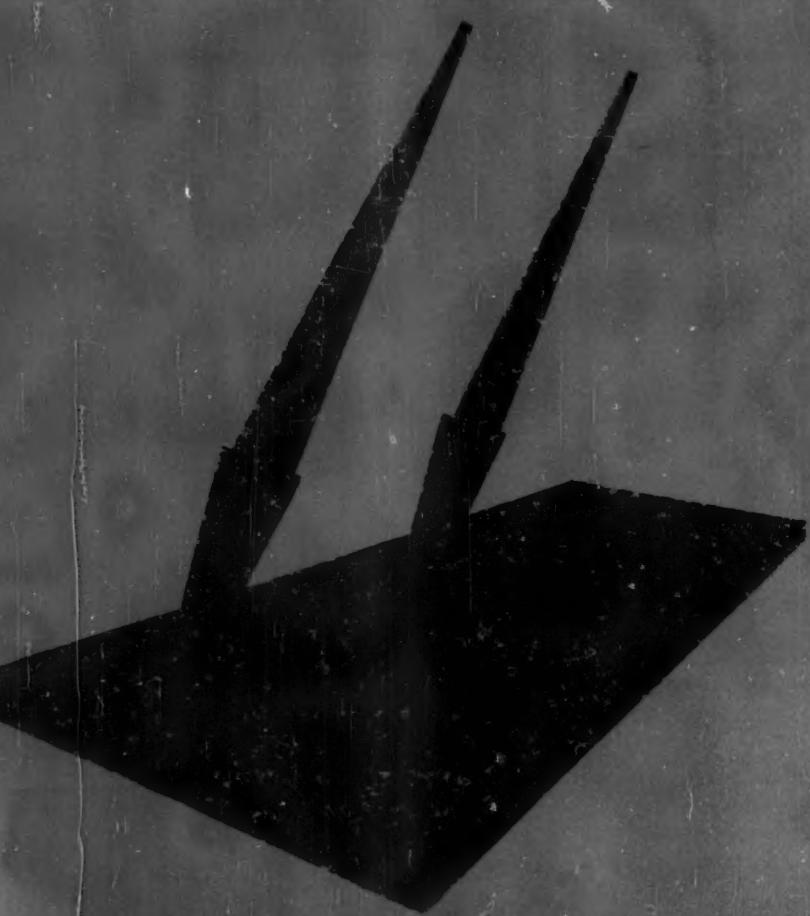


Sales Management

THE MAGAZINE OF MARKETING



PART 1 OF TWO PARTS JULY 21, 1961 50¢



REPORT to PRESIDENTS

On Marketing Policy and Planning

Marketing Organization

Sales Manpower Needs

Profit-Oriented Advertising

Should Presidents Sell?

The Sales Chief's Status

Corporate Aircraft

New Product Strategy

Working the Ad Agency

EXTRA! ORDINARY

For exciting news that hits them where they live, listeners turn to the CBS Owned Radio Station in their community. Instead of routine reports they get news in depth, news with color, first-hand news from men on the scene, who know the scene. With this extraordinary coverage it's no wonder that the CBS Owned Radio Stations across the country are consistently honored for excellence in presenting the news—local, national and international.

Recently KNX Los Angeles and KCBS San Francisco swept practically all the top Associated Press awards in their areas; WBBM Chicago won three first awards and a second-place award from AP in Illinois; WCAU Philadelphia received the Pennsylvania AP Award for outstanding reporting. WCBS New York, WEEI Boston and KMOX St. Louis were honored for outstanding reporting and public service broadcasting by such groups as Ohio State University and United Press International.

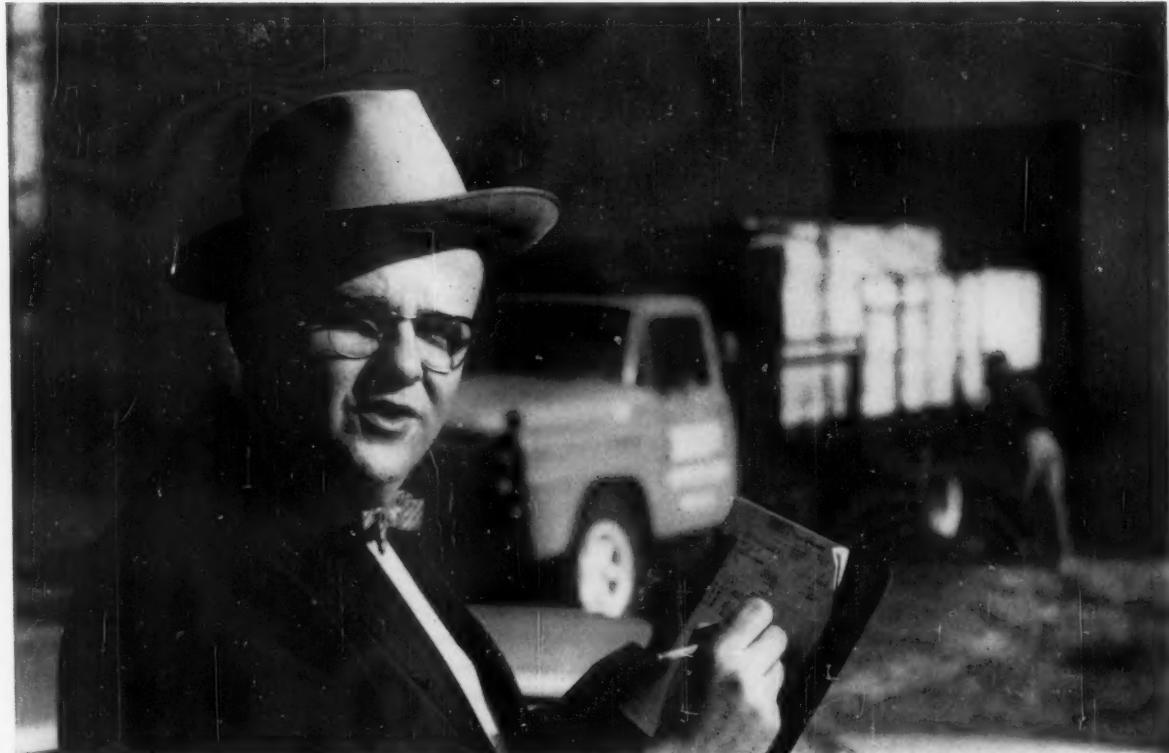
Such distinguished reporting and intelligent presentation of the news are in keeping with the kind of idea radio found on the CBS Owned Radio Stations. It's radio for adults...informative, stimulating, entertaining. It's radio that is rewarding for the listener and the community.

And for the sponsor, too.

THE CBS OWNED RADIO STATIONS

WCBS NEW YORK, WBBM CHICAGO, KNX LOS ANGELES, WCAU PHILADELPHIA, WEEI BOSTON, KCBS SAN FRANCISCO, KMOX ST. LOUIS
Represented by CBS Radio Spot Sales

Long Distance pays off in extra sales



"We sell by Long Distance to cut shipping costs"

says Brady Ridenour, president,
Brady Plywood Corp., Baltimore, Maryland

"Selling by telephone makes especially good sense when you have a truck ready to go out only half full," reports Mr. Ridenour. "So when we get a partial load, I keep calling till I fill the truck. It keeps our shipping costs in line."

"The other day, for instance, we received a less-than-truckload order from a town about 100 miles away. I got on the phone and started calling other customers in the area. Within 45 minutes, I'd filled the truck—and out she went, with extra profit for us."

Long Distance pays off! Use it now . . . for all it's worth!

LONG DISTANCE RATES ARE LOW

Here are some examples:

Baltimore to New York	70¢
St. Louis to Chicago	90¢
Milwaukee to Pittsburgh	\$1.20
Cleveland to Atlanta	\$1.35
Boston to Miami	\$1.70

These are day rates, Station-to-Station, for the first three minutes. Add the 10% federal excise tax.

BELL TELEPHONE SYSTEM



Photo by Arnold Newman.



'A man who's sure of himself—knows what he wants in business, and sets out to get it—puts special value on businesspaper advertising. Here's where you can build results, respect and recognition—for your products and your company. The fact is: it takes an advertising pro to sell a business pro... in businesspapers.'

Advertising in businesspapers means business

... because businesspapers are read by men in a business-frame-of-mind. An adequate schedule, with the right kind of copy, in the right selection of businesspapers is a basic ingredient of every balanced advertising program.



Advertising works best in a businesspaper its readers are sold on... a bought-and-paid-for ABP paper.

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Today's modern company has a new kind of chief executive who is a marketing leader rather than a commander, and a marketer first of all.

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The variety of talents becoming necessary to the marketing operation is only a small indication of the top-level planning that will have to be done for tomorrow's manpower requirements.

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To the marketing-oriented company, "how" you sell is frequently far more important than "what" you sell.

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With more than \$1-billion worth of aircraft now in private use by corporate top brass, there seems to be no limit to the kinds available.

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To some clients the much-touted extras offered by ad agencies are the big selling points—to others they detract from the primary function.

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Today's marketing man has come a long way. His status is high and going up—as revealed by the change in his treatment by his company.

Presidents Say: 'My No. 1 Job Is Selling' 77

Five presidents, specially interviewed for this issue, speak out frankly about their active selling among big and small customers.

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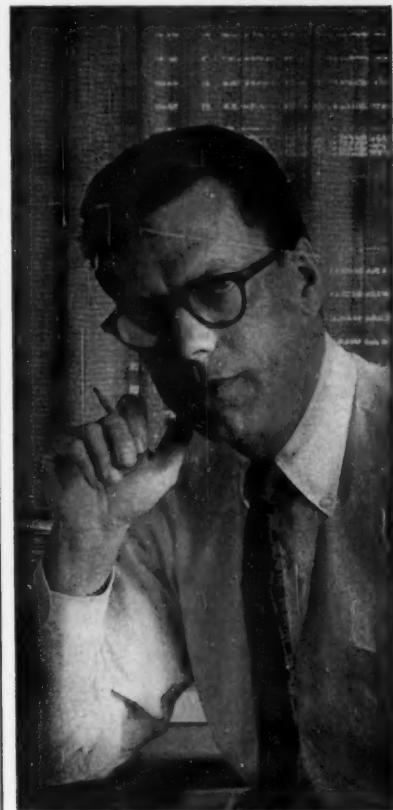
Now that advertising is big business, it can no longer be untouched. The time has come to use it with less mystery, for more profit.

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OUR THANKS . . .
to the many presidents
and sales executives
who assisted us in gathering data for this issue.

Photo by Arnold Newman



For the man who likes a challenge businesspaper advertising is exciting stuff. It demands your best. Here's a real test of creativity, for you're selling to fellow pros—men who know their business. You've got to know your business and communicate in a businesslike way...in businesspapers.

Advertising in businesspapers means business

...because businesspapers are read for profit, not for pleasure. Here's one place you'll always find prospects—reading with their minds on business—wide open to ideas and products that can help them on their jobs.



People pay for businesspapers they want . . . read the businesspapers they pay for. Note: All ABP papers are "Paid".

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201 N. Wells St., Chicago 6, Ill.
333 Wyatt Building, Washington 5, D. C.

What the 25-plus fleetcar user should know about finance leasing plans!

The only sure comparison in finance lease plans is: who can buy new cars for less, sell used cars for more? Only Hertz has the extensive nation-wide marketing facilities, experience, and skills to get maximum return, anywhere and everywhere, for the big multi-car user. That's why more and more of these companies are now equipping their men with brand-new Chevrolets, Corvairs, or other fine cars, under a Hertz 25-PLUS Finance Lease Plan. (Note: Many companies find a Hertz Full Maintenance Plan—profiting from America's most complete leasing operation—is best for their needs.) Use coupon below for preliminary facts about all Hertz Fleetcar Leasing Plans.



HERTZ FLEETCAR LEASING
Attn. H. F. Ryan, V.P.
The Hertz Corporation, 660 Madison Ave
New York 21, N.Y., Dept. D-721
Please send me your new fleetcar leasing booklet. I am particularly interested in Finance Leasing Full Maintenance

NAME _____
POSITION _____
COMPANY _____
ADDRESS _____
CITY & STATE _____
NUMBER OF CARS OPERATED _____

Letters to the Editors

Address: Sales Management, 630 Third Avenue, New York 17, N.Y.

an answer to the question . . .

In your June 16 "Letters to the Editors," you asked for some answers to Mr. Paul Schumacher's questions on "Who's Selling Selling?"

The life insurance industry has long faced the problem of "no one wants to buy it and no one wants to sell it." Recruiting good raw material for sales and sales management jobs in the life insurance industry is still one of the major problems facing life companies today. I am convinced the cause is one of attitude.

There are many characteristics that identify a good salesman. The most important is attitude—a positive attitude toward a commission business that pays proportionately for the result. This is too rough a proposition for most of our graduating job seekers of late.

Today "security" is the watchword—not "what can I earn?" but "what can I get?" This creeping security is doing more to stifle movement of intelligent and able young men into sales and sales management careers than anything else.

What's the answer? Philosophies are not changed overnight, but parents and colleges might well give some thought to a program that teaches that security is a state of mind—not a state of being.

A. L. KNAUB

Vice President for Sales
Patriot Life Insurance Co.
New York, N.Y.

'loyal subscriber'

I am one of your many loyal subscribers, and I think you are doing a first-rate job. In fact, I am trying to encourage all our sales and marketing managers here at Raytheon to subscribe to Sales Management. Could you have your circulation department send me about 15 subscription order slips which I can circulate with a memo to our people? I think I'll get more action if I make it easy for them. . . .

STUART D. COWAN

Vice President
Commercial Marketing and International Services
Raytheon Co.
Lexington, Mass.

'white flag for price wars'

Your article on "White Flag for Price Wars" [Significant Trends, SM, June 16] is very timely just when I am trying to get this over to our salesmen. This article does it and con-

firms our position very well.

Our business is about 25% ahead of last year's—and without price cutting.

ELMER R. KRUEGER

President
Paper Art Co., Inc.
Indianapolis, Ind.

'creative selling . . . '

I wish somebody would write an essay for SM headed maybe:

This Article Answers Your Question—"What the Hell Is Creative Selling Anyway?"

Sales executive clubs are infested these days with solemn-faced orators who talk vaguely about "The Need for Creative Selling on the New Frontier." If any one of them ever gave vent to an idea that the average salesman could apply to his selling, I just didn't happen to be there that day. . . .

I think a good start would be to produce a definition of "creative selling" that would apply to all salesmen. I suspect a lot of people who talk and write about it today couldn't define it.

Once we have a definition, let's have some articles on how the average salesman can apply creative selling to his day-to-day work.

PERCY H. WHITING

Montrose, Ala.

Survey of Buying Power

May we kindly have permission to use the 1961 Summary of Retail Sales in Canada which is contained in SM's 1961 Survey of Buying Power. We would like to include this information in our 1962 Memo Book, which is distributed from coast to coast to retail salesmen. . . .

C. B. ROSS

Purchasing Agent
Simmons Ltd.
Montreal, Canada

We should like permission to reproduce, for inclusion in a handbook of statistical materials to be used by local salary committees, the following New York State data from your Survey of Buying Power: Income Per Capita, Cash Income Per Household, Income Per Consumer Spending Unit, Percent of Households with Incomes of \$7,000-9,999 and \$10,000 and over.

BLANCHE V. WATERMAN

Research Associate
New York State Teachers Assn.
Albany, N.Y.



Going up: an architectural triumph for downtown Milwaukee — the \$17-million Marine Bank Plaza.

sales and market grow up together in MILWAUKEE **\$100,000,000 for the downtown upgrade**

Milwaukee youngsters today see their exciting future rise up around them. The downtown building tab alone will total over \$100 million — includes an \$8-million city hall recently completed, an \$11½ million addition by The Milwaukee Journal, the \$17-million Marine Bank complex above, a \$45-million building program at Marquette U. While a \$365-million expressway project links up this inner-city develop-

ment with industry and commerce throughout Milwaukee county — currently in a half-billion dollar expansion boom.

And among the comparable top ten markets, only The Milwaukee Journal offers national advertisers such complete, economical one-paper coverage. In the Journal advertisers reach 9 out of 10 families . . . at one low cost — no combinations or supplementary media needed.

THE MILWAUKEE JOURNAL

Member of Million Market Newspapers, Inc.

NEW YORK • CHICAGO • DETROIT • LOS ANGELES • SAN FRANCISCO

"Shopping in the suburbs is a family thing. Tom does all the driving and carrying. The kids do all the wanting—from rocket-ship rides to another drink of water. And I spend all the money."



New York is cash, charge, deliver, take...on the biggest scale in the world. In an average week, New Yorkers spend \$190,343,750 at retail...more than in Chicago, Boston and Philadelphia combined. To move merchandise in both city and suburbs, department stores use The New York Times more than any other medium. It serves New Yorkers with the most news...sells them with the most advertising. New York is The New York Times.

Notes From The Editor's Side Pocket

Is Distribution Essentially 'Gimmickry'?

Under the title of "Consumers of Abundance," the Fund for the Republic, Inc., has distributed a pamphlet under the authorship of Gerard Piel, publisher of the magazine Scientific American. It is a thought-provoking study of the largely unresolved problems brought about by increased productive efficiency of our manufacturing plants and our farms. If you're interested, you can get a single copy free by addressing the Fund at 133 East 54th St., New York 22, N.Y.

He has two paragraphs with which I take violent exception:

But the shortening of the work week and the working life still leaves untold the real story of how work has been spread in order to secure the spread of purchasing power. If work is defined with any sort of strictness to mean productive work—that is, the extraction of raw materials and the making of consumable goods from them (farming, mining, manufacturing, building, and transportation)—then less than half of the labor force, only 25 million people, are really at work.

The distribution of the abundance they produce is secured in large part by employing people in the task of distribution. This is not to say that the distributors do not serve a valid economic function. But selling and distribution costs commonly mark up the manufacturing cost of durable goods by 250%. The major portion of the profit on the sales price, therefore, comes from the distribution process. Since gimmickry is thus made to grow by what it feeds upon, the distribution system pays a premium on waste. Its principal economic justification is that it does provide work and so increases the number of consumers.

My disagreement is concerned with three of his statements.

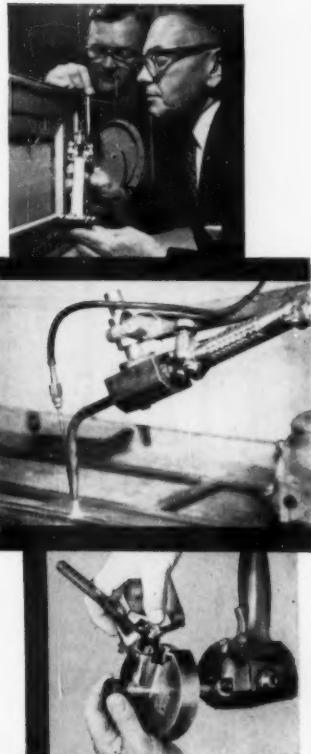
1. Why should productive work be restricted to the extraction of raw materials and the making of consumable goods from them? To my way of thinking, the work done by the automobile mechanic who repaired my car was productive, and the barber who trimmed my hair this noon was **really** at work.

2. I don't think it's true that selling and distribution costs commonly mark up the manufacturing cost of durable goods by 250%. My recollection of the most thorough study ever done on the subject was that the average is 150%. According to Piel's arithmetic, a car selling for \$3,000 had a manufacturing cost of only \$857. That seems like one hell of an exaggeration.

3. Of course there are wastes in distribution, but why must the word "gimmickry" be associated so broadly with the movement of goods from production point to consumption point?

Firstritis

Is there something wrong with me that makes me suspicious of any so-called "research study" that covers a wide range of comparisons and puts Product or Service "A" ahead of its competitors in every respect? I've just been reading a page ad about a dozen studies in which "A" is compared with three competitors on efficiency, and it doesn't miss once in 36 tries. I kept saying to myself, "Now if in one of these it was a poor second or a good third, I'd find the claims convincing; but this being first always,



HOW MAY THESE NEW PRODUCTS AFFECT YOUR MARKETS?

New Products + New Customers = Changing Markets. That's the simple mathematics of marketing. The question is: How does one keep moving with changing markets for their own products? There are many ways, of course. But a good place to start is via the pages of INDUSTRIAL EQUIPMENT NEWS, the monthly reporter of "What's New" in equipment, parts, and materials.

But IEN is more than just a "market locator" for new and improved products. It has equal value in selling and re-selling established markets as well. Each month, IEN calls on 81,000 important buyers and specifiers in all industries. They read IEN for only one reason: Product Information. Product information that will help them solve their constantly changing needs in engineering, production and maintenance. *Only \$205 a month to help keep present markets sold and to search out new ones—a basic essential in any marketing program these days. Our new Media Data File shows you why. Send for it today. No obligation.*



INDUSTRIAL EQUIPMENT NEWS

Affiliated with Thomas Publishing Company
461 Eighth Avenue, New York 1, N.Y., Oxford 5-0500



SURE



HERE'S HOW
THE
FREE PRESS
SELLS BUSINESS!



THE DETROIT FREE PRESS IS SO REWARDING TO READ . . . SO REWARDING TO USE

The Detroit Free Press

MICHIGAN'S ONLY MORNING NEWSPAPER

NATIONAL REPRESENTATIVES: STORY, BROOKS & FINLEY

The Free Press SELLS BUSINESS

More Readers Than Ever
Free Press circulation now up 100,000 . . . 622,242
Sundays—573,273 Daily.

Executives Prefer the Detroit Free Press
Readership studies carried on continuously over the past 20 years clearly show an increasing executive preference for the friendly Free Press. A study of the newspaper readership preference of Detroit area Automotive and Advertising Executives completed in February of 1961 showed:

Total daily Free Press readership of 83.1%; other paper, 68.9%. (90% of executives contacted responded to survey.) • Exclusive daily Free Press readership among all respondents was 25.6%; other paper, 11.4%. • A study of Presidents of Michigan Manufacturing Firms rated at \$1,000,000.00 or more showed an even stronger Free Press exclusive preference. • Exclusive daily Free Press readership among all respondents was 41%; other paper, 11%. (89% of those contacted responded to this survey.)

Business Report

The Free Press now offers business executives even more with "Business Report", a new section with each Sunday Free Press.

"A complete picture of Detroit and Michigan Business, Finance and Industry. All that is new—and news—about the world of Business".

... Lee Hills, Free Press Vice President—Executive Editor

The Editor's Side Pocket

(continued)

and without exception, makes my skeptical mind think there must be unpublicized studies — where they make a lousy showing."

What's so wrong about being second or third in some categories? You could still be first in total score—and your claims would be far easier to accept.

'Holy Cow! What Next in Competition?'

The above remark, prettied up a bit for publication, was the reaction of one of my associates to a bill, now undergoing hearings in the Senate, which would put the Government in direct competition with private industry through an export magazine that would carry paid advertising from American organizations.

The bill is S.1729, introduced April 27 by Sen. Clair Engle (D., Cal.) with several co-sponsors, including Chairman Warren G. Magnuson (D., Wash.) of the Senate Commerce Committee. This is an omnibus bill, called "The Foreign Commerce Act of 1961." The magazine provision is a small part of a big package designed to expand U.S. foreign trade activities, establish an export credit insurance program, and transfer overseas commercial attaches from State to Commerce. Unnoticed for many weeks, until an alert Journal of Commerce reporter found it, was Section 101 (10), stating that the Secretary of Commerce is authorized and directed to:

... compile, edit and publish in English and such other languages as deemed necessary a suitable periodic journal or magazine containing developments in American industry and advertisements of established American individuals, firms or business organizations on a paid basis, and to make such journal or magazine available without charge to foreign firms, individuals and business organizations as a means of publicizing business opportunities and to attract foreign nationals to the services and facilities available through the Foreign Commerce Corps and the Department of Commerce.

The major purposes of this omnibus bill, noted above, are admirable. Publishers do not object to the Government's publishing an export trade magazine, but they rightfully protest against the carrying of paid advertising in competition with private enterprise. Such a publication would pay neither postage nor taxes, two items that are a direct concern to publishers who must make a profit or get out of the publishing business. And if the field of export selling needs a Government publication carrying advertising, how soon will some senator or congressman want a similar publication to serve the domestic market?

If you feel that the section of S.1729 quoted above would result in unfair competition with private industry, won't you ask your congressmen and senators to use their influence to amend the offending paragraph?

Phil Salisbury

Abrasives
Acids
Adhesive
Adhesives
Adhesive
Adhesive Form
Air cushion
Aluminotherm
Alkalies
Alcohol
Antigrip
Applications
Opium
Atomizer
Boys
Bands
Barometers
Beams
Sash
Back rub
Battalions

THE LONGEST SHOPPING LIST IN TOWN

... requires a budget in excess of \$2½ billion a year! That's what it takes to keep recognized U.S. hospitals operating at peak efficiency to maintain their traditionally matchless standards of medical care. And every new advance in medical science adds item after item to the already lengthy list!

HOSPITALS, Journal of the American Hospital Association, can be your most potent line of communication with the group in hospitals who have the authority to buy.

HOSPITALS, J.A.H.A.
840 North Lake Shore Drive
Chicago 11, Illinois

Please send me further information on the market and on the official journal of the hospital field.

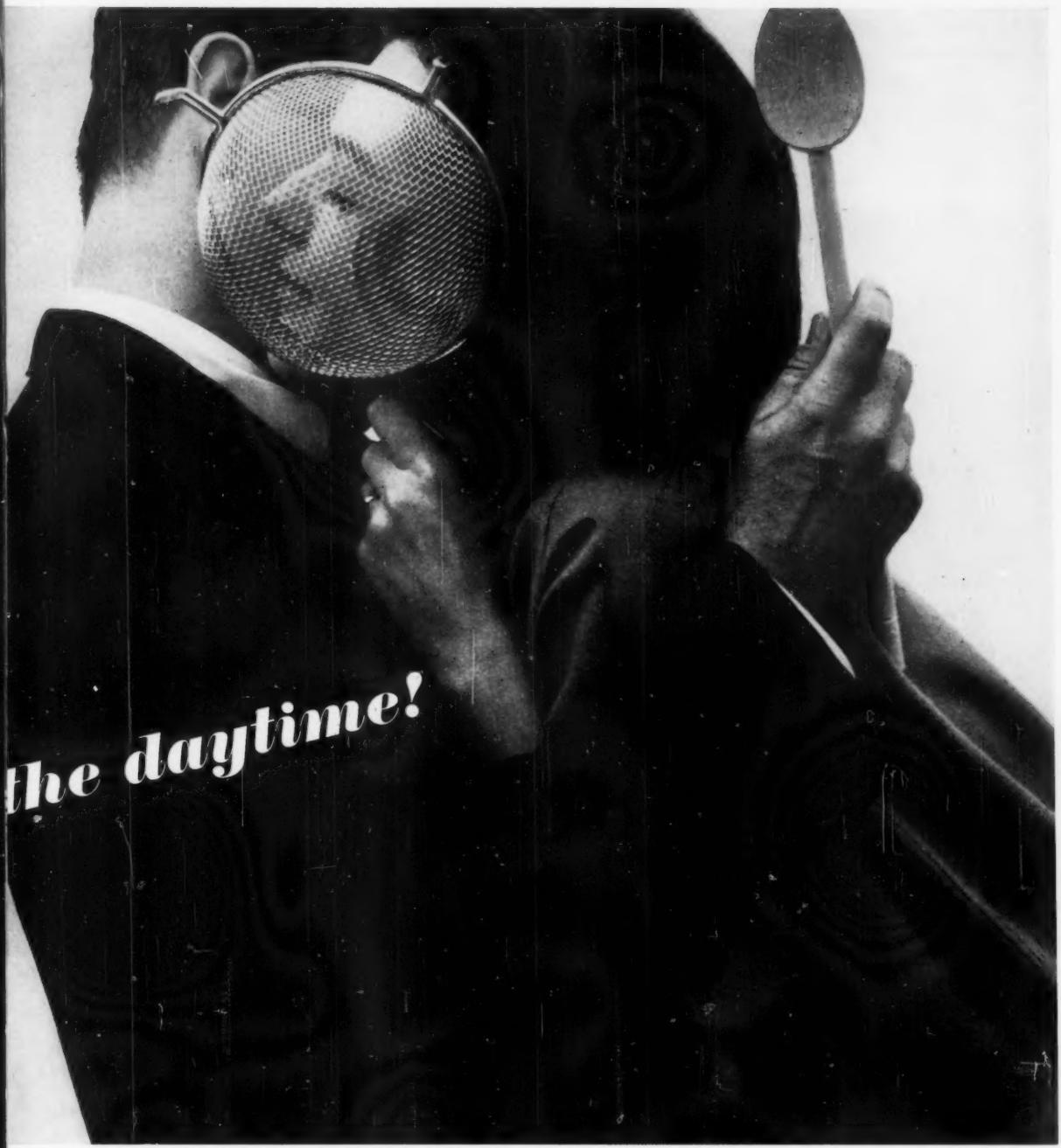
name	
title	
company	
street	
city	zone
state	
principal product	



women love to be wooed in

And NBC Daytime has winning ways with the women most able to buy! Want the inside track on a billion dollar market? Reach America's housewives via NBC Daytime Television. Nielsen shows that, in just 4 weeks, an NBC daytime advertiser in three different programs gets his message to 58% of the younger housewives, 65% of the middle age bracket and 45% of the older (but young in heart) group. What's more, he scores an average of 12 commercial impressions in their homes!* And let's take a good look at that middle (35-49) age bracket. TV homes with housewives in this category add up to a population

NBC DAY-TIME LINE-UP: 10:00 Say When • 10:30 Play Your Hunch (color) • 11:00 Price is Right (color) • 11:30 Concentration • 12:00 Truth or Consequences • 12:30 It Could Be You



the daytime!

over 60 million. Strong in buying power too—they have over twice as much to spend as younger families. They buy more. They consume more. More coffee... facial tissues... prepared puddings. When it comes to cigarettes, for example, Nielsen says they use nearly twice as many as their younger counterparts... nearly two and one half times more than older housewife homes.** But young, middle or older—you reach the housewife group most important to you with NBC Daytime's flexible scheduling. Put your advertising power where the selling power is—on **NBC Television Network...leader in the Daytime!**

*NTI Special Analysis 4 wks ending Feb. 5, 1961. **Nielsen Special Research 1957-1961



(color) • 2:00 Jan Murray Show (color) • 2:30 Loretta Young Theatre • 3:00 Young Dr. Malone • 3:30 From These Roots • 4:00 Make Room For Daddy • 4:30 Here's Hollywood

They're in the News



Photo by Newsweek—Tony Rollo

At IBM's Helm: A One-Time Salesman

Albert L. Williams isn't (as most people think) the first non-Watson to be president of giant **International Business Machines Corp.** He's the second. And he's not strictly a financial man, as people also assume. Williams (neat, conservative—but with a humorous gleam in his eye) is 50 as he succeeds Thomas J. Watson, Jr., to the presidency. Williams joined IBM in 1936 as a student sales representative in Pittsburgh. And he continued in sales in various IBM branch offices until he was moved up to be assistant to the IBM executive

assistant (companies as big as IBM—sales for 1960 were pushing \$1.5 billion—are forced into titles like that) at world headquarters in 1942. Along the way he switched to the financial side of the business. He has been controller, treasurer and vice president of the company, and until recently he's been executive v.p. . . . Williams was born in Berwick, Pa., attended Beckley College, Harrisburg, and along the way became a certified public accountant. Although it's been some years since he's been active in the sales end of the business, those close to him say he never takes his eye from the sales graph. He and Mrs. Williams and their two children live in Bronxville, N. Y., and he uses his commuting time to help keep organized. Like all IBM executives, he takes an active role in community activities. He's a past president of the Bronxville PTA, the Board of Education of Bronxville and the board of trustees of the town library.



Photo by Guy Gillette

Up from A Shredded Wheat Display

Leslie E. Parkhurst, the clean-shaven type, is the new president of the **American Safety Razor Co.**, recently re-established as a division of ASR Products Co., which, in turn, is owned by Philip Morris Inc. He got his start back in '42, when he was building a Shredded Wheat display for his then employer, National Biscuit Co. Into the store came the president of Emerson Drug Co., admired the Parkhurst handiwork, hired him on the spot. By the time he

left Emerson in 1953 he was general sales manager. . . . In 1954, a year after he joined the ASR operations, he was named general sales manager, most recently has been executive v.p. Why did Philip Morris buy ASR? "Logical," says Parkhurst, a man with a sense of humor as sharp as one of his firm's blades. "It was right down PM's alley: The marketing problems are similar and PM had the manufacturing know-how and the available research facilities. And both tobacco and the razor business are virtually depression-proof." Parkhurst swears he likes to shave, hates elec-

tric razors, maintains that the non-electric shaving market is growing. "We're selling comfort," he says. He admits that the English subsidiary makes an electric razor but insists ASR has no intentions of doing so. . . . Leslie Parkhurst was born in Milwaukee, went to high school and college with the girl he later married, has one married daughter and another who was just graduated from college. The Parkhursts live in Hartsdale, just outside New York City, where they have a 900-foot driveway that has to be shoveled out after each snowfall!



**"We can close the deal tomorrow—
if we can meet delivery"**

United can help

When the sale depends on fast, regular delivery to customers too far away for surface transportation, United Air Freight may clinch the deal. A United jet speeds coast to coast in 5½ hours and can carry up to 14,000 pounds of freight.

In addition, United serves you with the world's largest jet fleet, offering jets to more U.S. cities than any other airline.

Schedules are frequent and convenient. United can take shipments to 117 cities, including 103 top U.S. markets. Only United offers *Reserved Air Freight* on *every* flight.

Fast air freight is just one of the services United has to help you sell. For more information on this—and the other aids to sales management—call your local United sales office.

WORLD'S LARGEST JET FLEET  **KNOWN FOR EXTRA CARE**



Handy 12-page booklet from Kraft solves every business Christmas gift problem

CUT OUT THIS COUPON, SEND FOR YOUR FREE COPY TODAY

Some of the problems this booklet solves

Shopping problems. No crowds to fight—with this booklet you can do all of your business gift shopping right in your own office.

Choice problems. You get a wide range of satisfying food gifts to choose from—and no guessing about sizes, colors!

Price problems. Whatever you want to spend—from \$1.59 to \$12.95—Kraft has a gift that will be appreciated.

Shipping problems. Kraft does everything—even includes your personal card if you wish—and delivers on or before Christmas day.

An urgent suggestion: Supplies of these new Kraft Christmas assortments are limited. Send for your free booklet today!

Dept. X, Kraft Foods
500 Peshtigo Court, Chicago 90, Illinois

Please send me a free copy of the Kraft booklet that can solve every business gift problem.

Name _____

Address _____

City _____

Company _____ Zone _____

Business Telephone _____

Madison Avenue says:

“Yes!”

Good Housekeeping's recently announced newsstand price increase (as well as a premium subscription price) has been widely acclaimed by thoughtful advertisers and their agencies.

- Because it equitably distributes increased publishing costs between reader and advertiser.
- Because it further sharpens Good Housekeeping's unique audience selectivity. (Clearly only a quality audience will pay 40% more for the quality magazine in its field.)
- Because Good Housekeeping's sense-making page rate permits the all-important benefits of advertising continuity on a reasonable budget.
- And because, in terms of basic advertising efficiency, Good Housekeeping not only reaches more women per dollar spent—but with its unique believability, penetrates more minds.

But, this very special quality of being *believed* is based on the fact that we do indeed investigate every product before we can accept an advertising order. These investigations take time—often weeks.

Since the cover price announcement, a very substantial number of new advertisers have sent in their orders. Regular advertisers are increasing their equities; and many others, in their letters of congratulations, have indicated their intention to do so.

But where investigation is necessary—time is of the essence. So if you want to put Good Housekeeping to work for you this Fall, for the love of—let's say Pete—let us know now. We can't take orders from everyone. But we sure don't want to miss yours.

HOW MANY B & W PAGES \$222,000 BUY IN EACH WOMEN'S SERVICE MAGAZINE*												NUMBER OF IMPRESSIONS	
PAGES	1	2	3	4	5	6	7	8	9	10	11	12	
GOOD HOUSEKEEPING	GH	GH	GH	GH	GH	= 59,532,000 IMPRESSIONS							
LADIES' HOME JOURNAL	LHJ					= 45,780,000 IMPRESSIONS							
McCALL'S	McC	M					= 45,780,000 IMPRESSIONS						

*October, 1961 B & W page rates without discounts.

Good Housekeeping

Magazine and Institute/A Hearst Magazine





Look what's new in shampoo packaging

A "MAKES YOU WANT TO BUY" PACKAGE. This graceful shampoo package is a beauty on the shelf. But producing it took some doing. The bottle could have no less than 5% headspace . . . with the further requirement that the fill point must appear precisely at the shoulder. Where other attempts failed, our engineers solved the problem without sacrificing the design, and produced this attractive bottle and closure.



Armstrong PACKAGING

WATCH ARMSTRONG CIRCLE THEATRE EVERY OTHER WEDNESDAY EVENING ON CBS-TV

Significant Trends

The President as a Marketing Leader

Fortunately, the old-type company president is disappearing fast. It is fortunate because that kind of corporate chief—the staid, financially oriented "boss" whose ideas are law and who sits like judge and jury over every corporate activity—can stifle marketing to the point where it is totally incapable of effective competitive action.

Rising in his place is a chief executive who is a **marketing leader** rather than a commander. He has changed, and his job as president has changed. He is a communications center rather than simply a policy fountainhead. He works with marketing to develop policy and uses his high vantage point to help implement applicable parts of this policy throughout the rest of the company. He is no longer the impatient "chief" who must be "sold" on every new idea.

He also uses his high position to **create contact with the outside world**—with the markets, the competition, with the rest of business. He uses this broad view to help his marketers innovate by **instigating new departures**. He no longer uses this broad view for the primary purpose of manipulating his personal and his company's finances.

He is a positive rather than negative force in marketing. He sees his job as one of encouraging, developing, even creating good ideas, rather than simply putting a halt to bad ideas.

Perhaps more important than anything else, he realizes that the same personal attributes that helped him become president can also permit him to **personally create an image** of dynamism, brightness and modernity for the company.

There are a number of ways in which the president who is a marketing leader can be a tremendous force in stimulating and building the company's marketing effort. Here are just a few of the important areas in which he can have a significant influence:

- **Long-range planning.** No long-range plan for marketing can ever be made unless it is made within the framework of the long-term plans of the entire company. Therefore it is basic that the chief executive—the man supposedly most closely involved with corporate planning—must be **instrumental in the guiding of marketing's plans**. And, because all long-range planning is basically his responsibility, it is up to the president to make sure that the marketing people are kept free enough from everyday detail and short-term work to be able to devote time and serious thought to the future. In short, planning must be done; it must be done in such a way as to provide the basis for, or at least mesh with, the planning being done by other areas of corporate responsibility; and the plans must provide acceptable objectives and be workable as a whole.

And, while the president is overseeing these activities, he must also continuously bear in mind the importance of the marketing function and its need to **set**, rather than simply conform to, many of the courses the company will follow.

- **Selling.** The president can and should help to sell. His prestige as top man automatically makes him the **star company salesman**. He alone can sell on the proper level to the few biggest customers. But even more important is the fact that he cannot do a proper job of leading the company unless he knows what is going on on the selling

Significant Trends

(continued)

front—the reasons people buy or do not buy, the demands they make, the complaints they have. And, as these things always change from year to year, past sales experience is not enough.

● **Product planning.** The president must not only support the necessary research programs, but he must encourage experimentation and new departures. If he forces his marketing people to hang their careers on the line every time something new is done, there will never be anything new. He must, therefore, personally share the responsibility for new products he believes in. And he must learn to believe in more than just the most sure-fire new products.

● **Manpower development.** Basically, it is up to the chief executive to see that sufficient marketing manpower planning is done and that funds are provided to carry out these plans. But he can also use his personal power to great advantage. He can lecture to students, and cooperate with and become interested in leading schools and their staffs; in this way he can create a path between the centers of learning and his company.

● **Advertising.** As with product planning, the president not only must recognize advertising's basic value, but must be willing to accept and even bear some responsibility for innovation in ads themselves and in the vehicles which carry these ads. Perhaps the greatest long-range danger facing advertising today is a sameness and lack of imagination which could create an apathy or unconscious resistance to advertising on the public's part. The companies which overcome this will have to innovate.

● **Pricing.** It is exceedingly important that the president regard pricing policy as one element in the total competitive marketing picture and not just as a direct instrument of profit and loss.

● **Distribution.** Because physical distribution so often crosses departmental lines, it is up to the

president to lead the fight for modernization and marketing-orientation of the whole physical distribution function. As markets change, as delivery and inventory become more important to sales, traditional facilities must in many cases be altered. The top company officer can either see to it that marketing has control over the change, or, at the very least, himself coordinate and promote the change among the various centers of distribution responsibility. In any event, he must recognize the need for the change, and support it.

● **Marketing research.** The president must believe in it, sponsor it and accept it. But, at the same time he learns to respect it and defer to it, he must learn not to fear it and, indeed, to strike a happy balance between marketing research and experienced judgment.

● **Moral leadership.** Obviously, there is no excuse for a president's condoning shady or illegal marketing practices. Similarly, there is no excuse for his being either so divorced from marketing that he doesn't know what is going on, or so hard-headedly demanding of his marketing organization that it has no choice but to increase profits through illegal or unethical maneuvering.

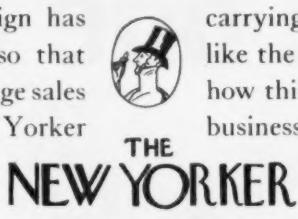
It must be understood that a president's demonstrating marketing leadership and taking over the whole marketing operation lock, stock and barrel are two entirely different things. He does not replace the director of marketing, or even cut into his responsibility. What he does do is learn about marketing so he can understand its problems and offer truly constructive suggestions. He does break down the walls between departments and provide the force behind company-wide marketing-mindedness. He does support the marketing team in its efforts to innovate and its need for cooperation from other areas of company activity.

In short, it is up to the president to assume leadership, rather than opposition or interference.

IT'S CATCHING

The Plaza Hotel's new campaign has created excitement—so much so that food sales are up 27% and beverage sales up 46% over last year. The New Yorker is the only consumer magazine

carrying the full-page advertisements, like the one below. For more details on how this New Yorker campaign sparks business, please write us and we will be happy to send you a booklet.



NO. 25 WEST 43RD STREET, NEW YORK 36, N.Y.



She's playing at The Plaza...while Rome burns.

The Italians are smoldering and who can blame them? We've stolen their best-loved singer. Katyna Ranieri is her name, and she sings all the sweet and sultry songs that are the rage right now in Rome. The Persian Room is the

place. Performances at 9:00 and 12:15. Engagement, May 17 to June 17. Dancing to Ted Stratton, his songs, piano and orchestra, and Mark Monte's Continentals. For reservations call Plaza 9-3000. The Persian Room at The Plaza.

HOTEL CORPORATION OF AMERICA

ADVERTISING AGENCY FOR THE PLAZA: DOYLE DANE BERNBACH INC.

In one ear

CLASS OF SERVICE
This is a fast message
unless its deferred character
is indicated by the
proper symbol.

WESTERN UNION TELEGRAM

W. P. MARSHALL, PRESIDENT

1201 (4-60)

SYMBOLS
DL=Day Letter
NL=Night Letter
LT=International Letter Telegram

The filing time shown in the date line on domestic telegrams is LOCAL TIME at point of origin. Time of receipt is LOCAL TIME at point of destination

IN ONE EAR AND OUT THE OTHER? NOT WITH A TELEGRAM.
EVERY FACT AND FIGURE IS CLEARLY UNDERSTOOD -
NO MISTAKE ABOUT IT. YOU MAKE YOUR POINT CONCISELY,
ECONOMICALLY, DRAMATICALLY. THE EYE REMEMBERS WHAT
THE EAR MAY FORGET, SO . . .

TO BE SURE TO GET ACTION, SEND A TELEGRAM.

THE COMPANY WILL APPRECIATE SUGGESTIONS FROM ITS PATRONS CONCERNING ITS SERVICE



stay with her...

Dinner dates!

Swift's Premium

Meats for Babies

keep selling with the persistence of Outdoor!

Ask an OAI Representative to explain how a small shift of your media dollars can add the persistence of Outdoor to your advertising.

Outdoor maintains momentum in your advertising—gives your sales message around-the-clock impact for 30 days, in big size and full color, close to the point of sale. Outdoor reaches more people, more often, at lower cost than any other primary medium.

*The reach: 94% of car-owning households.
The frequency: 21 times per month.*

And Outdoor puts your selling message where you want it, when you want it—with no extra cost for setting zones and boundaries to meet your distribution requirements.



OUTDOOR
ADVERTISING
INCORPORATED

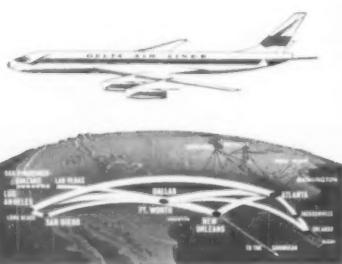
OAI

Offices in: Atlanta, Chicago, Dallas, Detroit, Los Angeles, New York, Philadelphia, St. Louis, San Francisco, Seattle

DELTA

announces a New Southern Transcontinental Jet Route linking California with the Southeast

Now 6 Jet flights daily between Los Angeles and Atlanta! Non-stop service in slightly more than 4 hours... other jets link Los Angeles and Atlanta by way of Dallas/Ft. Worth and New Orleans. Plus direct service between San Diego, Las Vegas and Dallas/Ft. Worth, New Orleans, and Florida. And later in the summer Delta jet service to San Francisco.



Delta's new routes to the West Coast



MARKETING

MARKET FOR SOUND

Washington, D. C.—An untapped market of 4.5 million potential customers can be frustrating as well as inviting, according to hearing aid manufacturers. A recent report from the Public Health Service's National Health Survey shows about 1,161,000 of the civilian population wearing hearing aids. But this figure represents only about one-fifth of the people reported to have hearing impairments. And what with aesthetic objections and personal vanity on the part of the consumer, manufacturers have found that achieving even this degree of success is an uphill battle all the way.

BOGUS LABELS

New York—The Japanese are under attack for the alleged misuse of American brand names—this time from Admiral Corp. The American company obtained a restraining order in U.S. District Court to halt the distribution by Ma-Lin Enterprises, Inc., of Japanese-made transistor radios carrying an "Admiral" label. Admiral is charging willful and wanton infringement of the "Admiral" trade-mark, and is seeking treble damages. An especially sore spot with the American firm is that it has been conducting a "buy American" campaign for the past two years which the Japanese-made products have allegedly been cashing in on.

AD GUARANTEE

New York—Industrial marketers and ad agencies are tipping their hats and scratching their heads over the recent ad guarantee policy at O. S. Tyson and Co., Inc. Hats were doffed because the agency had the courage of its convictions, and heads were scratched over what clients and types of products might fit into the new proposal.

Under the new plan, the agency returns all fees and commissions to a client if a proposed campaign fails within a specified period to produce a 10% increase in measurable results over the advertising previously running. If results are 10% better, how-

ever, the agency will take an additional 5% over its normal commission; if 20% better, an additional 10%, and so on.

Clients who use the new plan will raise some problems. With Tyson's bread and butter hinging so directly on the outcome of a campaign, the agency will demand greater freedom than before in mapping a campaign. However, since industrial ad managers frequently defer to their agency's more specialized knowledge, this is no serious hurdle.

But both agency and client will have to come to an agreement on "measurable advertising goals," no mean task in industrial advertising. And they will also have to agree on the proper "measurement tool."

BULK SAMPLING

White Plains, N. Y.—This object lesson in the need to fully police sampling crews comes from James Andrews, advertising and merchandising manager, Maxwell House Division of General Foods Corp. During the sampling program of instant Yuban coffee, a young woman was accosted by a man outside her local supermarket and asked if she would like to try a sample. When she said yes, the stranger eagerly thrust upon her half a dozen 2-ounce jars of Yuban and a fistful of 15¢ coupons.

How did Andrews find out his crew

The Survey Says*

Average Family Spends
22% More for Food

Ten Years Ago
\$815



Today
\$991



*Food Store Sales as defined by Sales Management's 1952 and 1961 Survey of Buying Power.

on the MOVE

Advertisement

was overdoing it? The young woman turned out to be the daughter-in-law of his executive v-p in charge of marketing.



PROMOTION BY MOTION

New York—The latest wrinkle in outdoor advertising is the moving poster, Ak-Shun. It is actually two pictures mounted on opposite sides of a vertically slatted poster board. As the slats revolve, the picture on the reverse side becomes visible.

The poster shown above is one of several erected throughout the New York metropolitan area for the International Ladies Garment Workers' Union. The same basic idea is employed in P-O-P displays by the ILGWU. And in Chicago a 10-foot outdoor poster is reported to be built on a similar idea.

FISHY NAMES

New York—A fish by any other name would smell as bad, but Trademark Management Institute, Inc., thinks it would sell better. The company recently commented on the "inappropriate connotations" common fish names create in the mind of the consumer. "Such names as smelt, croaker, crappie and hogchoker contribute to the sea food industry's lack of success in reaching full sales potential," said the company's president. Undaunted, but

with what is a well-nigh impossible task, he further suggested that the fish industry follow the example of others which have dropped offensive product names.

\$12 BILLION ON THE HOOF

Seattle—Groundwork laid at the Seattle World's Fair, Century 21, is expected to pay off in the 12 months following the exposition to the tune of \$12 billion. Century 21 researchers have estimated that visitors to the fair will spend that much on consumer goods in the year following it.

NEW SALES RESISTANCE

New York—The latest form of resistance with which industrial sales management will have to contend is the Learning Curve. The device hasn't seen much action yet, but the current issue of Purchasing Magazine reports that it has already cut thousands of dollars from purchase prices for buyers.

The Learning Curve is simply a line drawn on a chart which indicates the reduced time required to do a job—hence, reduced cost involved—each time it is repeated. Purchasing agents use LC to argue salesmen into lower prices on the basis of reduced production costs shown by the curve.

Salesmen will have to know their products more thoroughly than ever in order to justify prices in the face of such strong arguments.

EXPERTS AVAILABLE

New York—There's aid in the offing for small and medium-size ad agencies floundering in the deep waters of today's specialized advertising and marketing services. For a flat fee, the recently launched consulting firm, Advertising Review Counsel, provides the services of a plans review board such as those in use at the larger, wealthier agencies.

The Counsel will offer aid in such operations as reviewing client campaigns and plans for the coming year, new product introduction programs, etc. Noncompetitive with ad agencies,

How to Cut Complaints to 1/10 of 1%!

by Donald L. Spotts



Over the years, we have come to pay healthy respect to "customer complaints" on self-liquidating premium offers... since this area is a key to good—or bad will!

Naturally, mistakes are bound to occur whenever the human element and the law of averages are constantly at work. But, it is our belief at SMC that frequency of complaints can be shaved down.

With this in mind, an intensive study by our research department analyzed hundreds of national and regional deals that we have handled over the years. The results of the study showed that 97% of errors that cause complaints occur within the 5 stages inherent in the mailing operation! Remove the possibility of errors in these 5 areas, and, in an adult premium promotion you have removed all but 3% of the problems that occur in complaints! Children's premium deals can run higher and usually do, since poor penmanship on the part of the kids makes the mailing house job sometimes next to impossible.

Strict controls within the mailing organization are a must. Then too, you must make sure there is adequate supply of the premium item, and that it is worth the money the customer is paying for it. But, properly handled by a concern that concerns itself with your customer good-will, the promotion should have complaints down to the one-tenth-of-one-percent level!

Many of our clients have been amazed with low-complaint SMC service! Why not amaze us, by calling me personally (collect, of course!) at

Spotts Mailing Corporation

2402 University Avenue

St. Paul 4, Minnesota

MI 5-5841

MI 5-5842

What magic helped pull Cannon stocking sales up 44%?

"During the 4 months starting with October, 1960, when we began our new advertising campaign exclusively in Reader's Digest, our sales went up 44% over the previous year," reports Mr. Peter Sarfaty, vice president in charge of Cannon Mills' hosiery division.

And Cannon sales have continued to break records ever since. Mr. Sarfaty says these are among the main reasons:

1. "Digest believability has a flow-over to our advertising and impresses our *wholesalers* and *retailers*."
2. "Through the Digest we reach and convince the largest possible audience of *women*."

Cannon also received more consumer mail from Digest readers than from any previous campaign

in any publication. Many letters were from areas where Cannon wished to increase distribution.

In Mr. Sarfaty's words, "We have never had this kind of advertising response before. The Digest is a big reason for our new growth."

One reason Cannon stocking advertising . . . and *your* advertising . . . can work so well in the Digest is this: each dollar invested in the Digest buys *double the chances-to-sell*. The average advertising page in the Digest is looked at 60 million times—twice

as often* as in other leading magazines. The Digest can . . .

double your chances-to-sell



*Source:
Alfred Politz
Media Studies

People have faith in
Reader's Digest

Marketing on the Move

(continued)

it won't carry out the recommendations and findings of the review, but upon request it will suggest specialists to supplement the agency's own staff.

Headed by well known names in advertising and marketing circles, ARC'ers include: Franklin Bell, former advertising director of H. J. Heinz Co.; Stuart Peabody, ad director of The Borden Co. for 33 years; Fred Barrett, erstwhile media director at BBDO; Ray Haun, former head of grocery merchandising at This Week magazine and Ken Dyke, past NBC v-p and senior v-p of Young & Rubicam.

A LOAD OFF SALESMEN

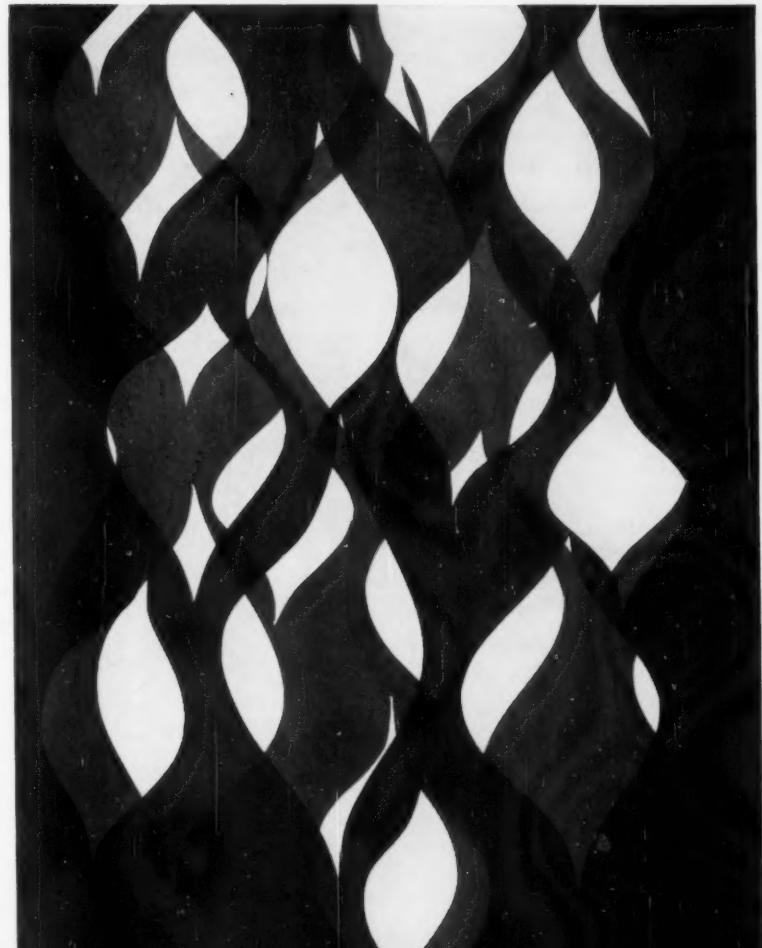
New York—Lugging heavy sample cases along on United Air Lines flights will be cheaper in the future. The airline now permits a salesman to check his sample case at the passenger counter along with other luggage, but the samples go at the air freight rate. His case travels on the same plane and upon arrival he can pick it up at the baggage claiming area. In the past a salesman had to deliver his case to the air freight terminal or pay the higher excess baggage rates.

STOCKINGS ARE PINCHED

Columbus, Ohio—Extravagant beauty claims of Beautiqué Stockings, Inc., prompted the FDA to seize 1,946 pairs of the company's product. FDA charged the stockings were misbranded. The offending labels laid claim to "built-in beauty treatment" for "problem legs" in the form of a leg lotion soaked into the stockings.

GAS ON THE MARKET

New York—Gas industry boasts have the industry picking up 800,000 residential customers a year during the past decade, hitting the 30.4-million mark in 1960. Puffing up a little bit more, the industry's spokesmen declare that fully 85% of these customers will use gas for heating and cooling by 1965.



Together for good reason

Persons who participate in similar activities develop an interest in each other that results in mutual respect and understanding. This is especially true of families who read TOGETHER. Their active participation in church and community affairs — largely on the leadership level — establishes a framework within which communication is natural and spontaneous.

TOGETHER is their magazine. It exerts substantial influence in over 900,000 homes. So will your product story when it is in . . .

Together
The midmonth magazine for Methodist Families
740 RUSH STREET, CHICAGO 11, ILLINOIS





Are you leaving the "pow!" out of your **packaging**



You certainly are unless you are selling Packaging to the "chief" in the carpeted office as well as to the man who signs the purchase order...and here's why:

American Management Association, in their Bulletin #9, "User-Supplier Teamwork in Packaging Management," strongly urges packagers to investigate the influence of marketing management in packaging decisions...not to lose track of the importance of purchasing and production but to close the gap of lost sales by reaching marketing executives who also have a big say-so.

Today, packages reflect "total selling" concepts in marketing. Packages are used to advertise and merchandise as well as to move products off the shelves. This means that sales and executive management, as well as research, advertising and distribution, participate in packaging decisions.

Look at any reports that show which key executives have the most influence in "packaging powwows." You'll find that the top titles are:

1. Sales Manager or Marketing Manager
2. President or Vice President

And under these decision-making executives come the Advertising Manager, Promotion Manager and Purchasing Agent (in varying order).

SALES MANAGEMENT, The Magazine of Marketing, is edited specifically for those #1 and #2 title classifications. Every issue of SALES MANAGEMENT wraps up the latest packaging and product design news and trends...for Presidents, Vice Presidents, Sales Managers, Marketing Managers. These are the executives who have the authority to bring you the "payoff" in packaging.

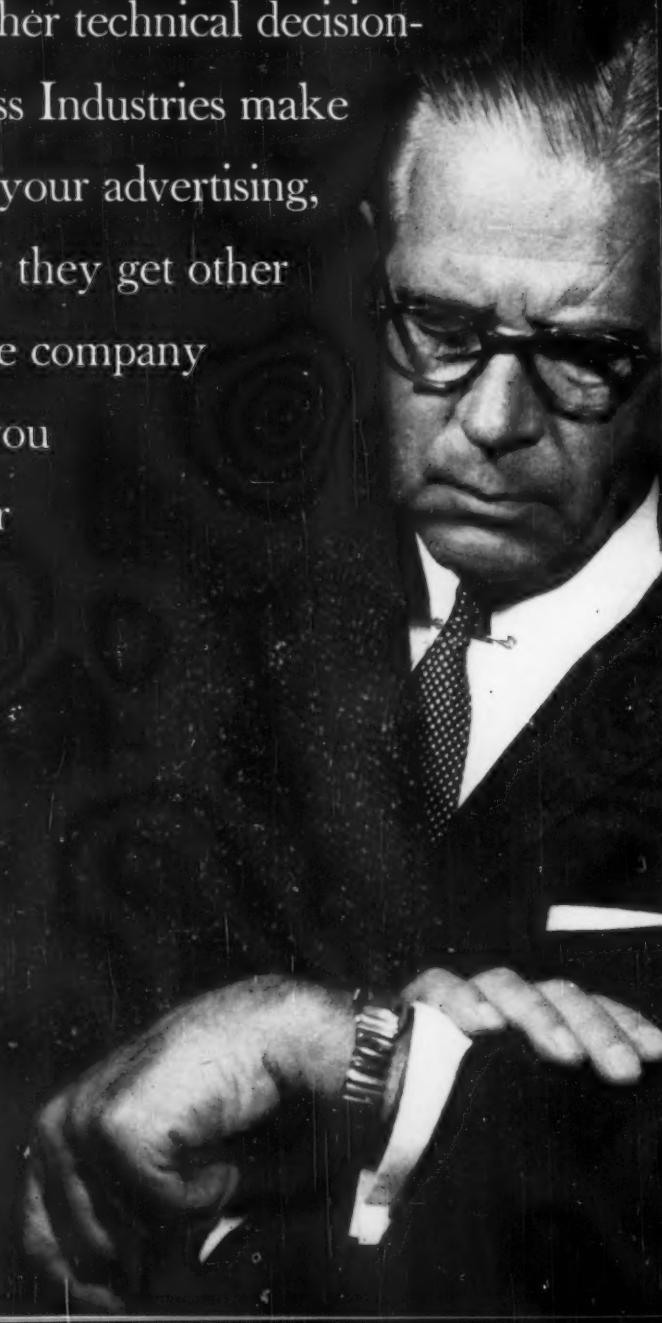
We honestly believe you can find no better "package" to give you the most effective sell-power available, than

Sales Management
THE MAGAZINE OF MARKETING

"Can I give my salesmen more time to close-in on orders, save time spent in warming-up prospects?" HERE'S AN IDEA: In fact, here's a booklet full of information and inspiration, "How to Spend \$250-Million a Day." Write for your copy. Read how the engineers and other technical decision-makers in the Chemical Process Industries make up their minds, why they read your advertising, what they do about it, and how they get other technical decision-makers in the company involved. In short, learn how you can use advertising to give your men more minutes for hard selling. Available only from

CHEMICAL
ENGINEERING,

McGraw-Hill,
330 W. 42d St.,
New York 36



Marketing Newsletter

ADVERTISING

Congress threatens ban on defense ads

A flat ban on advertising by defense contractors at Government expense is likely to be imposed by Congress in the near future. The House has already passed such a provision as part of the \$43-billion Defense Dept. appropriations bill; so the edict is halfway to the statute books. . . . Publishing groups are making strenuous efforts to have the ban rescinded by the Senate. But even if that is accomplished the final decision will be made by a Senate-House conference committee.

Media directly affected if the ban sticks will be business magazines, news magazines, newspapers. Only allowable ad costs under present Pentagon rules are technical magazine copy and help-wanted ads in newspapers, plus an occasional community relations ad in a plant city newspaper. . . . Note: Top Defense officials insist that display ads by missile makers are always paid for from profits and are not charged to the Government. Ironically, it's the 4-color magazine ads which incite many congressmen to charge that Uncle Sam pays the bill.

the big worry
behind it all

Ads by defense marketers total only \$5 to \$10 million annually, according to Defense Dept. testimony—an infinitesimal 0.06% of total defense costs. . . . What worries us is that this whole unpleasant idea was conceived in ignorance, is being exaggerated for political purpose—and now looms as another formidable encroachment on our much-praised "free-enterprise system."

Not a pro-advertising word was spoken on the House floor as the bill containing the ad ban slid through by unanimous vote. . . . But several ad critics got in their licks. Rep. Robert Sikes (D., Fla.) said the proviso "is intended to stop the charging of needless advertising to the cost of defense." Rep. Jack Westland (R., Wash.) told how an ad gave a detailed explanation of the design of heat exchangers to anxious Russians. . . . If Defense secrets are reaching Moscow via ads, it should be simple enough to solve the problem without banning all ads. The existing voluntary system for reviewing ad copy could be made compulsory in case of national security—an obvious solution to the legislative problem now confronting Congress.

the outlook:
a key question

A key question remains: Will the Pentagon fight to knock out the offending provision in the giant Defense appropriations bill? If not, the battle is probably lost already.

By all rights, Defense brass should object. The idea for the ad embargo did not come from the Pentagon but from Congress itself—with an assist from one maverick, Vice Admiral Hyman Rickover, the Navy's controversial nuclear propulsion chief, who speaks only for himself. At secret House hearings, Rickover responded to a question by suggesting an ad ban. And the Appropriations Committee bought the notion.

RETAILING

the mad rush
to look alike

The so-called retail revolution could spell real trouble—or opportunity—for many a manufacturer. The mad rush of the mass retailers to look alike—sell the same products, at the same prices or discounts, with the same services—has special significance for every marketer of consumer products.

Note the swift changes. . . . The discounters now loom as a \$3-billion industry; many offer all the traditional department store services; even a new breed of closed-door discounter is thriving. To compete, department stores open suburban branches; they offer new services, sell by phone, even come to the home. Supermarkets edge more into non-food lines. Variety chains now resemble full-fledged general merchandisers. Door-to-door selling spreads. Automatic vending booms. Mail-order chains become merchandising giants. . . . Variety chains, food chains, department stores are rushing to open their own discount chains. The big names—Woolworth, Kresge, Grand Union, Kroger, Allied Stores, Federated—are among those breaking into the lush discount business.

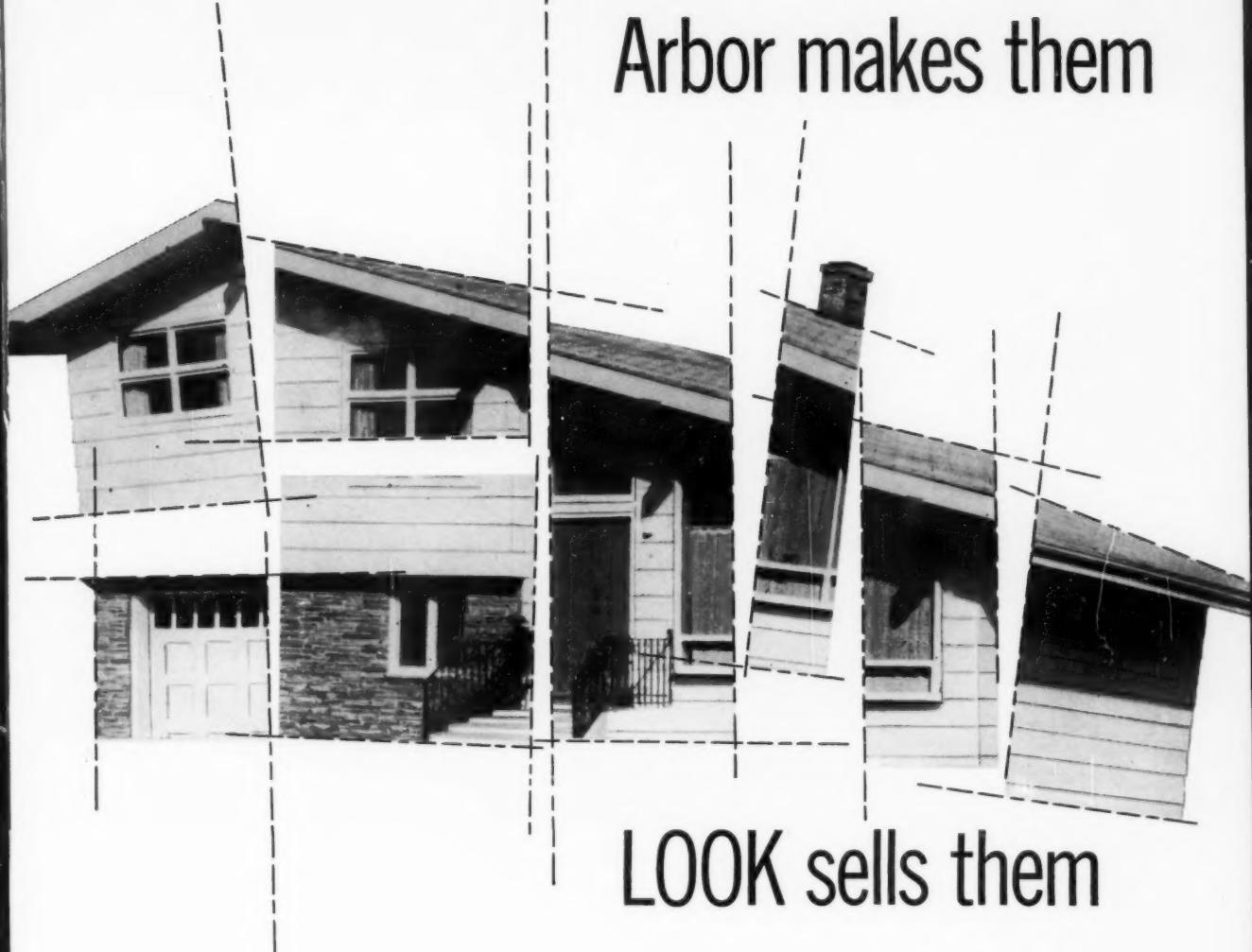
In short, the mass retailers are getting bigger, more alike. The traditional retail images blur, as any store sells any product. And the pace of change is quickening. . . . It means that the manufacturer must think more boldly in terms of new distribution outlets. He must be careful not to get squeezed or lost in tomorrow's merchandising madness. He must put a greater premium on selling new accounts.

There's a sidelight to this changing picture, another type of problem created by the retail rat race. . . . In the struggle for survival, the weaker retailers are shaken out. The big chains get bigger, invade new fields, grow and merge. There will be fewer survivors, but bigger, more powerful ones, with greater economic power. They'll be able to use their vast buying influence to new purposes, often on helpless suppliers. They'll be even tougher to sell; they'll be choosier on new products; they'll demand more attractive deals and profit opportunities. . . . The sales manager's worst headache could well be his biggest, fattest retail customers.

MARKETS

more data coming
on overseas sales

Uncle Sam is expanding his efforts to help U.S. companies find and broaden foreign markets. The Commerce Dept. is doubling its "trade lists" program, to help marketers find potential overseas customers, sources of supply, foreign agents and advertising media. This year Commerce will produce 1,300 lists of names, addresses and basic information on firms handling specific products or offering special services in individual foreign countries. The lists also include basic marketing and research data on particular industries and commodities. Local trade patterns and trends, marketing conditions, and exchange control problems are probed and reported. . . . For details, write to Bureau of Foreign Commerce, Washington; or contact your local Commerce field office, in most major cities.



Arbor makes them

LOOK sells them

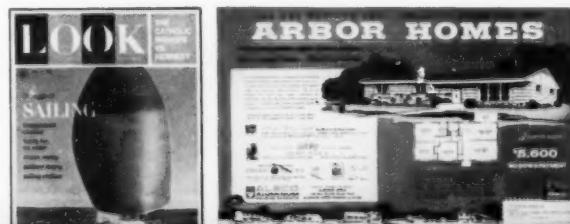
"One \$6,600 ad in LOOK sold \$200,000 worth of homes for us that we know of."

Arbor Homes, manufacturer of pre-cut panelized houses in New England, ran a Zone 1 (New England) two-page coupon advertisement in the Sept. 13, 1960, issue of LOOK. Over 6,000 inquiries poured in within a month after the ad appeared. Five months later, Arbor was still receiving 15 to 20 inquiries weekly.

Sidney Posin, Arbor Homes' Director of Advertising, writes, "We were able to trace directly to LOOK—because some of the LOOK coupons were accompanied by down payments—the sale of more than \$200,000 worth of homes. We know, of course, that LOOK influenced many more sales for Arbor Homes."

Moreover, Mr. Posin reports, Look Magazine drew twice as many returns per dollar invested than did any previous advertising source . . . and the quality of the respondents in LOOK was much higher than in other media, print and electronic.

Last year (1960 vs. 1959) LOOK gained more advertising revenue than any other magazine in America. And in 1961, LOOK had the biggest first six months in its history—biggest in advertising revenue, biggest in circulation. One reason for this unmatched growth is LOOK's outstanding record in producing sales results. For LOOK means sales.



The postmarks are actual reproductions



Grit helps you lick the problem of small-town coverage

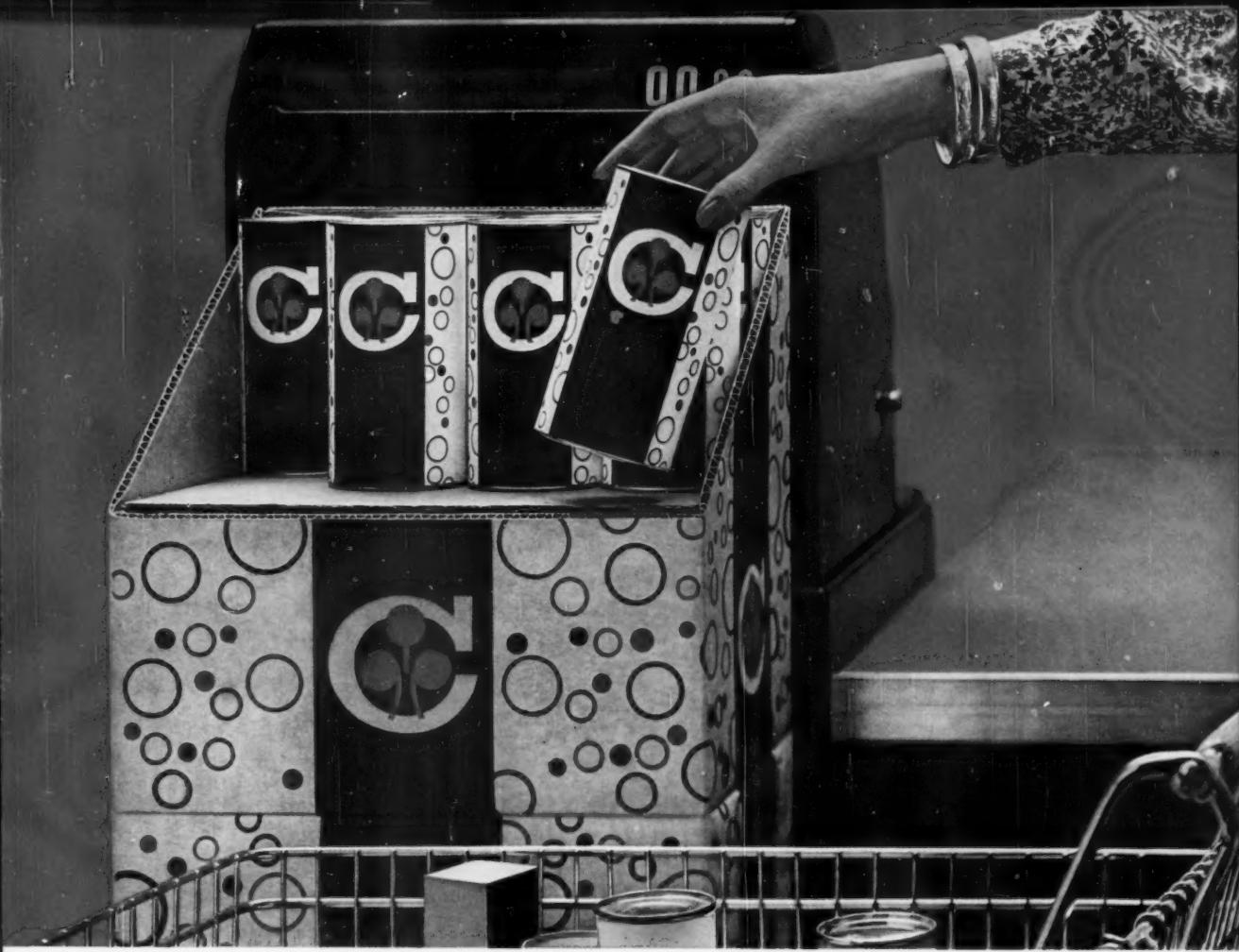
Here is one national publication (indeed, *the* one!) aimed solely at small towners. Hence its unique usefulness to national advertisers: *Grit helps correct the big-city bias of the mass magazines and provide balanced national coverage.*

But Grit does more than that. Because it is a true small-town publication, accurately reflecting the needs and interests of small-town families, Grit enjoys the wholehearted loyalty of its audience. And national sales figures prove that this loyalty extends to products advertised in Grit.

And Grit does all this for so little. The price of a single full-color page in *one* of the major mass magazines can get you a year-long, big-space Grit campaign. And a year-long, big-space Grit campaign can get you a far brighter sales picture in 16,000 thriving, prosperous small towns across America. There's not a better buy on the market . . . or a better market you can buy!



Grit Publishing Company, Williamsport, Pa.
Represented by Newspaper Marketing Associates



PROBLEM: How to get sales appeal in your shipping container without the cost of three-color printing.

SOLUTION: International Paper's new *pastel* Gator-Hide[®] linerboard gives you *three* colors with two-color printing.

THIS DISPLAY container was made with two-color printing—on one of International Paper's new Gator-Hide pastel linerboards.

These amazing new linerboards are the lightest and brightest you can get without printing color on expensive bleached board.

They are typical of the wide range of fine linerboards available to you in the famous Gator-Hide series. Their

purpose: better packaging at lower cost.

Other examples include non-abrasive boards, release-coated boards, weather- and slip-resistant boards and highly printable coated linerboards.

But our work goes beyond the creation of new boards. Packaging experts in our Container Division study the special needs of *your* product. They start with the best materials for the job. And then turn them into rugged—yet light-

weight—shipping containers that deliver your product in *top selling condition* at minimum cost.

International Paper can provide you with paper packaging that is designed—from the very beginning—to suit your product.

Call any one of our twenty-two Container Division plants. Or contact your boxmaker. He has probably been doing business with us for years.



INTERNATIONAL PAPER

NEW YORK 17, N.Y.

Manufacturers of papers for magazines, books, newspapers • papers for home and office use • converting papers • papers and paperboards for packaging • labels • folding cartons • milk containers • shipping containers • multiwall bags • grocery and specialty bags and sacks • pulps for industry • lumber, plywood and other building materials

why paint just the town?



Compare
these SE
Markets!

*the Charlotte TV MARKET is First in the Southeast with 651,300 Homes**

The way some people talk about covering city populations, you'd think the folks in the counties don't count.

The Charlotte City population is a fair two-hundred thousand *but* the Charlotte TV Market population is a walloping first-place 651,300 homes!

We'll add modestly that the WBTV bucket covers 55.3% more TV Homes than Charlotte Station "B." **

CHARLOTTE
651,300

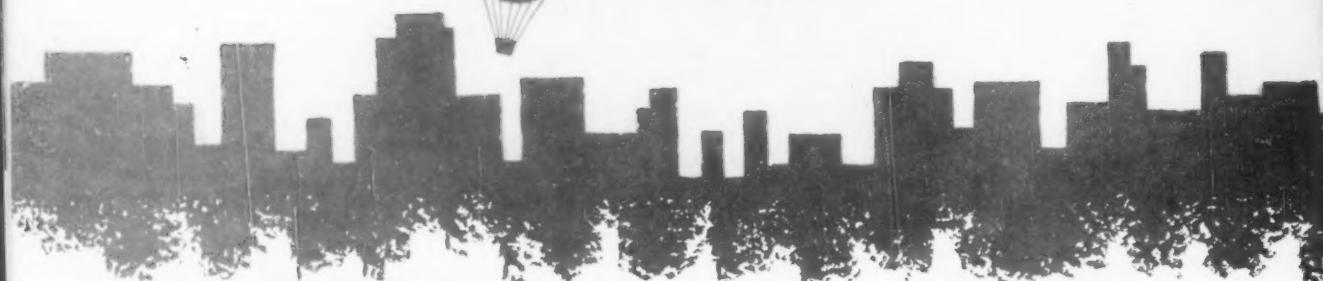
Miami
569,300

Atlanta
549,800

Louisville
423,800

New
Orleans
379,400

Richmond
268,800



WBTV

CHANNEL 3 CHARLOTTE / JEFFERSON STANDARD BROADCASTING COMPANY

Represented Nationally by Television Advertising Representatives, Inc.

* Television Magazine—1961

** ARB 1960 Coverage Study—
Average Daily Total Homes Delivered

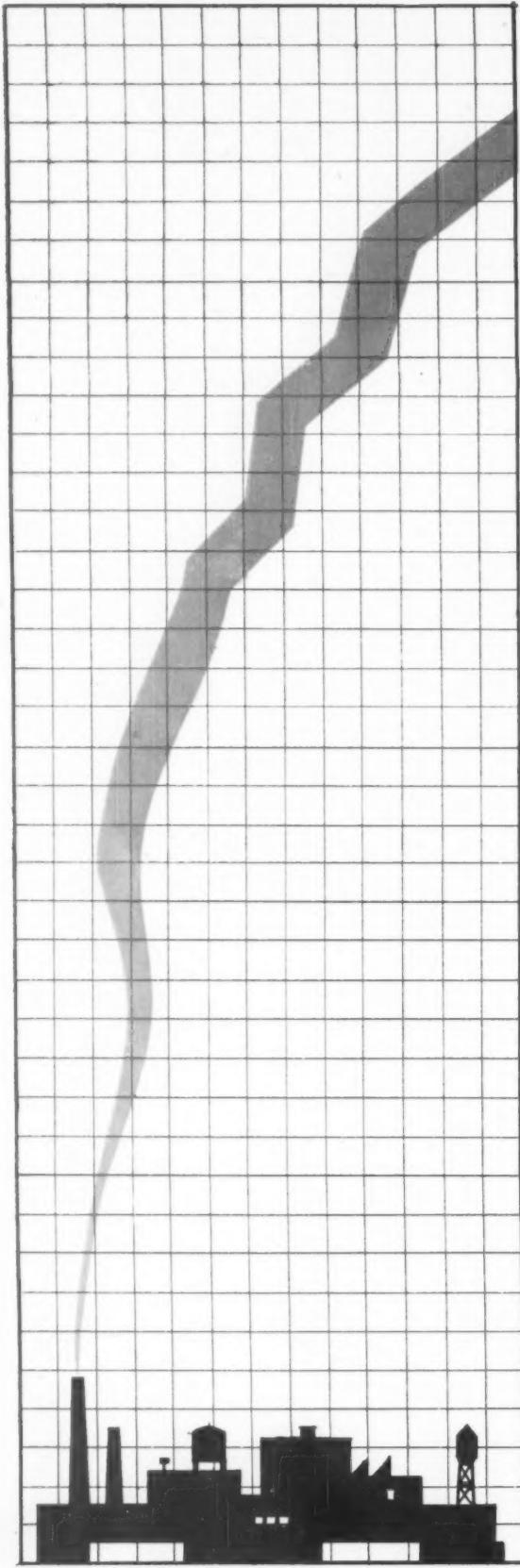


JULY 21, 1961

REPORT TO PRESIDENTS

on marketing policy and planning

This is Sales Management's first special report to chief executives. In every company and every industry marketing is becoming more and more the axis—the primary weapon of competition, the keystone of growth and profitability. Although no two companies ever have exactly the same problems, or would choose to solve them in exactly the same way if they did, certain long-range marketing questions are faced by all: crucial questions of manpower, product strategy, promotional philosophy; questions of the roles that must be played by the chief executive and his corporate lieutenants; questions, indeed, of the very status of marketing itself within the company walls. Answers to these questions will not come automatically, nor will they come easily. But they must begin to come soon if profitable progress is to continue. It is toward this end that this issue of SM is directed.



the big change ahead:

Transition to a **M A R K** Company

As marketing grows and requires more management time, and as production becomes more efficient and less of a management headache, the marketing-oriented production company will become the product-producing marketing company. But when this will take place depends on decisions you are now making daily.

The function of marketing is still growing within the corporate organization, and it will continue to grow for some time to come. Business has come a long way since the day when most corporations were production-oriented manufacturing companies. The swing to the customer-minded philosophy has brought the marketing-oriented manufacturing company into full bloom today.

But the march of marketing is destined to go on, to pass this phase of corporate organization. Sometime in the future it is inevitable that the

ETING

business society will be based on the apogee of the so-called "marketing concept," the **product-producing marketing company**.

While it is true that this total emergence of marketing is essentially an evolutionary process, it is also true that every company, every industry will arrive at this point at a different time. Indeed, there are but a few companies today which are truly close. The speed with which this process occurs depends a great deal on the way day-to-day management decisions affect the status of marketing within the individual corporation. Therefore, it is essential that no such decisions be made which do not correspond to the long-term organizational objectives of the company.

These long-term objectives must of necessity be the "marketingization" of the entire company, the building of the whole organization around a marketing framework, rather than the manufacturing framework which is the typical corporate skeleton today. Essentially, this is why:

As the marketing function grows and becomes more inclusive, the non-marketing functions simul-

taneously but independently become less demanding of executive time. Thus, as the expanding marketing department requires more of a "general management" structure to keep its many parts together, the over-all corporate general management will be turning its attention more and more to marketing. Eventually, the two will overlap to the point of total combination. (To eliminate confusion, the term "corporate," as used here, refers to both the integrated total company and the semi-autonomous division in a decentralized company.)

First, how the marketing function grows:

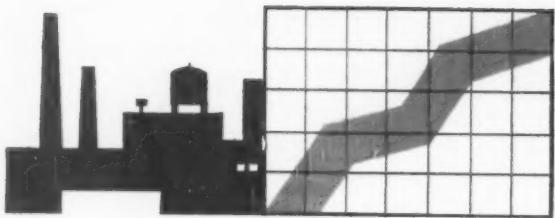
Not so very long ago "marketing," as a single operation, did not exist in the typical corporation. The sales department was separate from but equal to finance, manufacturing, engineering and what not. Advertising was an independent company service orbiting somewhere in the administrative circle. Product planning was a function of manufacturing or engineering. . . .

Today, marketing exists as an umbrella designation covering an operation made from (1) the old sales department; (2) functions transferred from other areas of responsibility, such as product planning, public relations, distribution, product service, advertising, and so on, some or all of which are now considered part of marketing's job, depending on the individual company; and (3) new functions created by the emergence of marketing, such as marketing research and marketing administration.

► As time goes on, marketing will encompass more and more of these component parts. In some companies today, marketing has jurisdiction over product service but not physical distribution, or vice versa. Eventually, marketing will nearly always include both, along with the many other duties that are today sometimes, but not always, included in its sphere. (Although today some companies technically separate sales and marketing, or marketing services, the heads of both operations usually report to the same individual, making the separation more one of convenience than of actual effect.)

While marketing is getting broader, it will also get bigger. Very large proportionate increases will be made in sales, research, and training staffs, and other areas of marketing can be expected to grow at least somewhat larger.

(turn page)



Transition to a Marketing Company

(continued)

Marketing, therefore, becomes even more of a giant than it is today. To control this giant, to make it work effectively, will require a growing management team. In fact, managing a structure composed of a sales department, a marketing services department, a marketing administration department and so on, with each department something of an umbrella covering several functions of its own, requires an organization very similar in composition, and not much smaller in size, than the general management of the corporation itself.

Meanwhile, as this marketing operation grows, the other once-equal corporate divisions will be independently shrinking, at least in the amount of general management they require. Already, of course, they have shrunk insofar as they have lost a few of their traditional duties to the marketing side of the fence. But the big changes are only now beginning.

Because most companies today are basically and essentially manufacturing operations — no matter how customer- or marketing-oriented they may be — the most significant changes will come from that direction.

It is equally understandable why the typical company today is production-centered—and why it will change. In a young industrial economy, the traditional problem has been to produce enough. This problem exists in many parts of the world today. Except for wartime, this country has been over that problem for some time. So far over it, in fact, that at the end of last year our production facilities were operating at only about three-quarters of capacity. Clearly, no matter how much the future demands, the American manufacturer (with a few exceptions, of course) faces the relatively simple problem of predicting or keeping up with demand, not with catching up.

But, even if this country is able to out-produce and out-market other industrial countries, one big,

glaring problem remains: operating efficiency. And this profit-robbing thorn in production's side grows even more acute as non-manufacturing costs continue to soar.

But this problem, too, shall pass. Today and in the next few years industry will spend every available cent for plant modernization. It has to, for it is fully aware of the fact that today's competition from foreign markets is nothing compared to what it will be when industry in other countries approaches our level of productive capacity and marketing skill. In addition, it is generally agreed that plant efficiency holds the key to relief from the dehydrated profit margins that have been causing bigger and bigger headaches.

This problem won't be solved easily or quickly. Automation must bear the brunt of the load, and this immediately points up the problems of systems development and labor realignment. And until these problems are solved, manufacturing will continue to enjoy top billing among top management interests.

Eventually—and it's bound to happen—the typical manufacturing company will be making full use of programmed production systems, assembly-line-to-consumer or -dealer deliveries (with virtually no time in inventory except what is spent in transit), fully computerized scheduling, and a drastic reduction in the number of blue-collar workers.

► Eventually, then, operating efficiency also will become a problem of keeping up rather than catching up. And, as volume has already, it will tend to fade from the status of a top management problem and be left to the lower-echelon experts.

And, although the other departments besides manufacturing and marketing — finance and accounting, engineering, administration and what have you — require relatively little of top management's energy on a day-to-day basis, they, too, will fade further into the background, due to the wonders of electronics and the increasing technical competency of their executives.

When that happens, the one big problem, the never-to-be-completely-solved problem which will be standing naked for top management's basic consideration will be marketing.

The top management team will be primarily concerned with marketing. The huge, high-level

(continued on page 103)



Tomorrow's Demands For Marketing Talent

A crystal ball would help in forecasting the changing needs in marketing manpower. Today a company must have specialized product planners, researchers, administrators, manpower developers—not to mention a new breed of salesman and advertising expert. Examine these vital needs; will you be able to meet them?

By JOHN A. SPENCER
Manager-Marketing Personnel Development Service
Marketing Services
General Electric Co.

The successful marketing and sales organization of the future will have to develop a reservoir of increasingly sophisticated and talented personnel.

It will have to combine a variety of talents and functions—not just salesmen or advertising and sales promotion experts, but researchers, product planners, administrators, product servicemen, and skilled developers of marketing personnel.

The complex problems involved in planning and developing these different types of marketing manpower are many: They require an examination of the work of marketing; an understanding of the changing and growing requirements for the many types of marketing work; a knowledge of the quality and quantity of people who are going to have to do this work; and almost a crystal-ball ability to forecast and plan for long-range manpower needs.

In short, these demands call for a long, hard look at the problem of acquiring and developing the breadth and depth of manpower needed for marketing in the sixties.

► The manpower development problem exists in small and large companies alike. To forecast our needs at General Electric, each year we ask the heads of our many marketing components to give us details of the assigned work of their present manpower, broken down by about 15 different work classifications, and then to estimate their manpower needs one and five years ahead.

For instance, we now have about 15,000 marketing people. By the middle of the sixties, we estimate that about another 4,500 marketers will be required. During this period, normal turnover would run about 5% per year, for a total of about 4,000 people. That means that General Electric's total new manpower requirements for the middle of the sixties is about 8,500 marketers.

There's another dimension to this manpower forecasting. It relates to the percentage increases in the number of people required to do the different kinds of marketing work. Our most recent marketing manpower survey indicates the following percent increases forecast in the number of people who will be needed by the mid-sixties in each of our marketing functions: marketing research—58%; product planning—43%; advertising and sales promotion—28%; marketing



Tomorrow's Demands For Marketing Talent

(continued)

administration - 23%; selling - 22%; product service-8%; personnel development-35%.

Such estimates, obtained over quite a number of years, have taught us to view manpower forecasts with a somewhat jaundiced eye. It isn't that we are questioning the validity of the estimates per se, but the ability of any of us in industry to forecast the future with accuracy is something less than sensational.

Marketing Manpower Planning

One of our major recent research projects has been to develop a comprehensive marketing manpower planning technique. This program has matured into a Manpower Planning Guidebook of fairly substantial proportion.

One of the first truths which emerged with great clarity is the fact that you can't really plan for manpower until you have established a long-range plan for your business. You obviously can't even think about manpower requirements until you decide where you are trying to take your business, what products you expect to sell, how many of them, what channels of distribution will be necessary, and on and on ad infinitum.

Hence, our manpower planning technique starts with Phase I—focusing on the future—with a review of marketing and business plans. Among others we suggest that a company department answer these questions first (and I have picked just a few of the questions at random):

- In what direction is the total industry market going?
- What effect will anticipated economic conditions have on the industry?
- What will be the impact of foreign imports?
- What product developments are planned?
- What is the time schedule?
- What competitive actions are anticipated?

These kinds of decisions are obviously difficult to come by and involve the hardest kind of work of all—getting the business plans down on paper.

Phase II of our checklist for manpower planning now suggests an analysis of current manpower utilization and effectiveness. We stress the fact that there is no virtue in planning ahead from an unsound base; we suggest a review of the work itself to determine its essentiality. Work simplification techniques are recommended. We ask for "another look" at the design of the individual job assignments and how they are set up organizationally. The careful appraisal of present manpower is then matched against the work to be done.

Only now can the final Phase III—long-range manpower planning—begin. Using the long-range marketing plans as the guide, and working from the base of our present refined marketing organization, it is now possible to identify our future needs. We should now be able to specify what new kinds of skills will be required, and positions that will be established or eliminated. Many specifications can now be determined for the different kinds of marketing work, and a preliminary schedule prepared for recruiting and developing the necessary personnel. Here our guide includes procedures, checklists, and working forms, all suggested as a means of facilitating this most important step in the planning process.

Changing Requirements of Marketing Work

Careful analysis is necessary to identify the new and changing requirements of each phase of marketing work. As the work itself becomes more demanding and moves into new and different areas, our manpower planning must keep pace. It is necessary to examine continuously the competence, versatility, and adaptability of our present personnel to establish the dimensions of the training and personnel development job that lies ahead. While the following comments primarily identify our own training needs, they may well apply to most of industry.

Marketing Research—Here we find a considerable degree of professionalism and evidence of increasing resourcefulness and scope of investigation. One of the basic problems is the relationship between the marketing research specialist and his marketing management. In the early stages of this relationship the manager not only feels, but probably shows, his frustration when he learns that the "simple answers" which he needs take some time and some money to produce.

The second stage of this relationship is one of increased confidence and realization of the pay-off to be received from ample time and resources to do a creditable job.

The third stage (maybe the millennium) comes when marketing research is able to predict and be ready with answers to the questions currently asked. This climate requires mutual trust and growth. For instance, one day soon marketing management will be overwhelmed by the problem of the disposition, handling, and sales of used appliances. Here is a problem the appliance industry has not come to grips with at all, although the problem is suspended over our head like the traditional ax. In this sort of circumstance, the trusted and competent marketing research organization will have an answer ready when the question is asked.

Additional, more specific comments follow:

1. There is a tremendous amount of very good marketing research now being carried on in the very fundamentals of the field. The professional here must work doubly hard in keeping up with the reading necessary to know

what's now available. The first requirement of the job might very well be "know the literature."

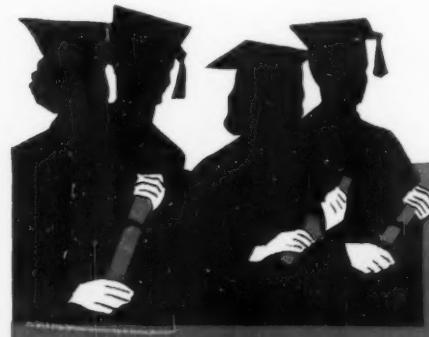
2. There is still too much of a feeling that marketing research can be accomplished by "almost anybody." The business is full of ex-salesmen on the one hand, and ex-accountants on the other. There is a crying need for professionalism — recognized, sought, and appreciated.

3. An extensive variety of research projects may be undertaken. The real challenge, which will contribute most to the success of the business, is to know which research project to pick. Training in the development and application of criteria for selection and control of the research program is greatly needed.

4. In studying the market and sales outlook for their products and serv-

ices, marketing researchers must increasingly appraise not only their direct competition producing similar products, but also the functional competition from alternative ways of meeting the customer's needs. For example, a manufacturer of glass containers is concerned with containers made of steel, aluminum, plastics, etc. This will require additional training in the economic and technological areas.

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Colleges Alert to New Challenges

Since most of us rely upon the college as our source of manpower, let's consider the contribution which we can expect here in preparing young men for the marketing challenge.

To be perfectly frank, we won't get much more than good basic raw material from most undergraduate programs.

It is possible for the student to take a marketing major in the business administration program of many schools and universities. However, the scope of marketing is so broad that courses available can do little more than scratch the surface.

Many of us in industry whose products are highly technical must rely on engineering schools for much of our manpower in marketing. In General Electric, more than 6,000 of our 15,000 people in marketing are engineering graduates.

Here, we in training and education have a real challenge. The engineering curriculum in most instances includes nothing whatever on marketing, and has only recently begun to leaven the loaf with some of the humanities. When we induce the engineer into marketing work, particularly in sales and application engineering, he usually brings only his God-given sense of relations with his fellow man in addition to his technical education. Typically, he doesn't speak well; he doesn't write well—his communications talents are pretty meager. Sometimes, too, he feels a little guilty for leaving the lofty atmosphere of research.

The graduate school of business takes the student much further into the complexities of marketing as we must face it, and here we are greatly encouraged

by the depth and breadth of curriculum development.

We recently asked several of our good friends, who are prominent on the faculty of graduate schools of business where we recruit, for their prophesies of developments in marketing education in the sixties. Their comments make it clear that the academic world is fully aware of its responsibility to adjust its marketing curricula in anticipation of changes.

Here are some of the techniques and skills now recognized as being needed:

1. A broader approach to marketing research which will use the teachings of the behavioral sciences to help understand the intricacies and complexities of the customer buying action.

2. Sufficient knowledge of the computer as a marketing tool so that marketing knowledge, now considered of a qualitative nature, may be quantified.

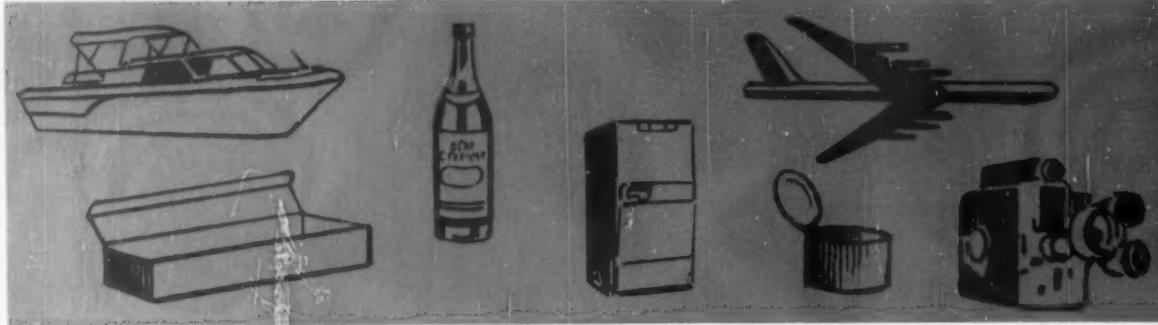
3. A continuing need to innovate and spark creative marketing ideas.

4. An improved understanding among marketing men of the interrelationships of marketing with the other major functions of the business.

5. Greater understanding of the techniques of communication and its motivating influence.

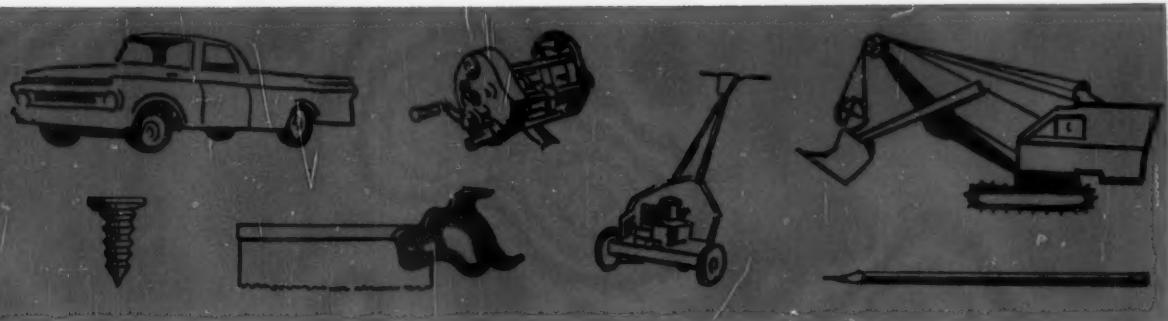
6. Better methods for measuring the effectiveness of marketing expenditures in contribution to profit.

7. Greater skill in designing effective marketing organization structures to integrate marketing's activities into maximum impact.



Does It Make Any Difference What You Sell?

Can Westinghouse sell food? Can Procter & Gamble sell soft goods? Probably not, but they can undoubtedly stretch their product and corporate images to include plenty of new lines. It pays to learn what the limits are—what must be done to stretch marketing limits.



The butcher and the baker may find themselves working under the same general marketing management with the candlestick maker if present marketing trends continue. At least that's the direction of the marketing-oriented companies. They're looking for markets, not products. There are still quite a few of the old-style manufacturing firms around in which production or distribution or purchasing or accounting or engineering is making the decisions on what should be sold, where, and at what price.

Does it really matter what you sell? —if you're organized to sell at every level, and if management is marketing management? It does matter, but the "how" matters much more than the "what."

Hard goods industry after hard goods industry still announce proudly how they're going "Detroit" in styling and engineering. These companies are so product oriented that they imagine toying with the superficial aspects of the product will solve their basic marketing problems.

A venerable manufacturer of a broad line of farm equipment recently announced vast redesigning and broadening of its entire line of farm and industrial equipment in the "Detroit" vein. Tractors would be available in a variety of 2-tone colors, with modern styling of hoods and headlights. Dealers were given a razzle-dazzle of lavish, breath-taking displays of equipment in a series of trade shows held in exotic locations. These same dealers bought in huge amounts (or, to use a more accurate term, "were loaded"). Did they have cash? Never fear, a generous dealer credit program was available. This firm would not simply follow Detroit in styling and engineering, but in distribution patterns as well.

Another farm equipment manufacturer, Minneapolis-Moline, recently hired an ex-marketing executive with a background in fountain pens, cosmetics, drugs and appliances to be its company president. From earliest indications it seems that a very wise choice was made. This company has been through a long series of receding markets and sales. Wisely it turned to cost-cutting, fat-cutting procedures to get back on sound financial ground. But this phase was over. Any additional cutting would mean severed muscles. Luckily it has turned to a marketing approach to lead it into better sales and better profits.

► One of the first official acts of Minneapolis-Moline's new president, Edmund F. Buryan, was to change the corporate name. Actually this company manufactured products in the fields of electronics, industrial power equipment, power tools, but it was known as a manufacturer of farm equipment. The corporate name is now Motec Industries. Ed Buryan wants it made clear that his company is not tied to any single industry.

"When I want to talk to somebody about electronics or manhole covers, he won't keep changing the subject to farm equipment," says Buryan. "That's what happened whenever I was introduced to somebody as the new president of Minneapolis-Moline. We've got to think in terms of markets. We've got to find new markets."

"Minneapolis-Moline will still be in the farm equipment business; Mobilift is in materials handling; Mopower is in construction equipment; Mohawk—foundry and forge; Mocraft—power tools; Moelectronics—electronics systems, and so on. There are ten divisions and these will be all under Motec Industries."

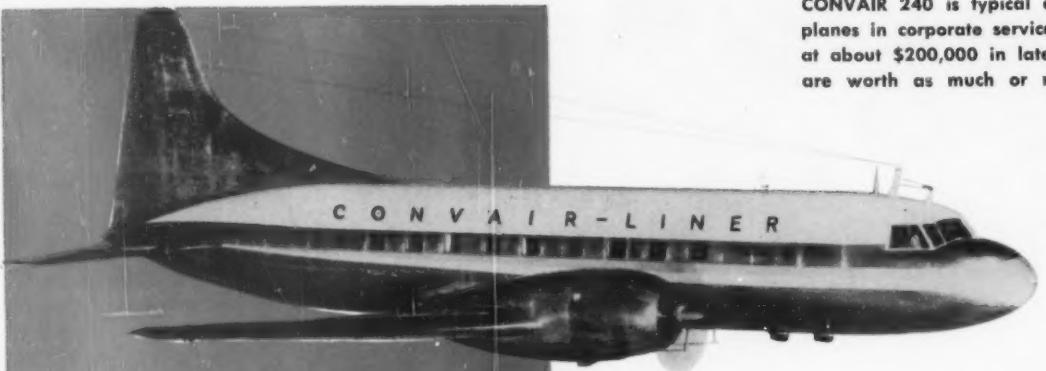
What are Buryan's immediate marketing goals? "To cut seasonality we will diversify products that can be manufactured with existing facilities. Our iron foundry can make manhole covers as well as plowshares [and in fact is now doing this]. We will not try to make every conceivable variety of farm equipment. We will make the things we make best and improve them. We will not try to meet John Deere or International Harvester head on.

"Eventually we will be much less dependent on the farm equipment business for our revenue. We are now about 76% in farm equipment. Soon, in the next couple of years, we should cut this ratio to about 50% farm and 50% other product lines. Eventually it may swing completely around to where farm equipment is a smaller proportion of our business. We love the farm equipment business, but we also love markets. We are out to develop them—in consumer fields as well as industrial."

Even the very large producers of certain basic materials, such as paper, steel, copper and glass, have been forced of late to think in terms of markets. With the competition of plastics, paper companies, which had been accustomed to thinking of their product as a basic need, discovered that the customer had a choice and did not always choose paper. Some of these companies were quick to get into plastics themselves. Manufacturers of cans formed plastic and glass subsidiaries.

But, until very recently, few of these manufacturers of raw materials or their converters realized that they were in the packaging business, that the market in which they were selling a great deal of their material was for

(continued on page 115)



CONVAIR 240 is typical of ex-airline planes in corporate service. Sold new at about \$200,000 in late '40's, they are worth as much or more today.

How to Get Business Off the Ground

General Motors owns and operates 23 company airplanes with a market value of about \$7.2 million. United States Steel lists 12 aircraft with a value of \$8.5 million. Chuck Sargent, a Modesto, Cal., used car dealer, flies one Beechcraft Bonanza, worth whatever he could get for it. In addition there are about 30,000 other corporate aircraft worth in the neighborhood of a billion dollars and owned by thousands of companies of every conceivable size and description.

Some of them, especially the sleek new executive jets, are flown by uniformed, executive-type pilots earning over \$20,000 a year. Some are flown by pilots who double in brass in the shipping room or factory between flights. And more than a few are operated by company presidents, high-level executives or, very often, salesmen, many of whom are ex-military pilots with flying in their blood.

A rundown of the kinds of airplanes in corporate

service would read like a thick mail order catalogue. They range from secondhand 2-seaters to the luxurious new propjets and jets like the Grumman Gulfstream (\$1,300,000) and the Lockheed JetStar (\$1,366,000).

And there are plenty of ex-airline planes in corporate service. There are, for instance, the big (40 to 52 seats in commercial use) Convair 240's, 340's and 440's, about 80 of which are believed to have found their way into business service. And, of course, the famed DC-3, originally a commercial plane, is still the nucleus of many corporate fleets.

The other piston-engine planes round out the picture: older executive aircraft, small commercial-private

COMPANY PRESIDENT, Allan D. Lynn of the Bonnie Dog Food Co., checks an engine on his Piper Apache prior to taking off for tour of grocery buyers.





NEWEST THINGS in executive travel are small jets like this 500 m.p.h. Lockheed JetStar. Going price, without extras, \$1,366,000.

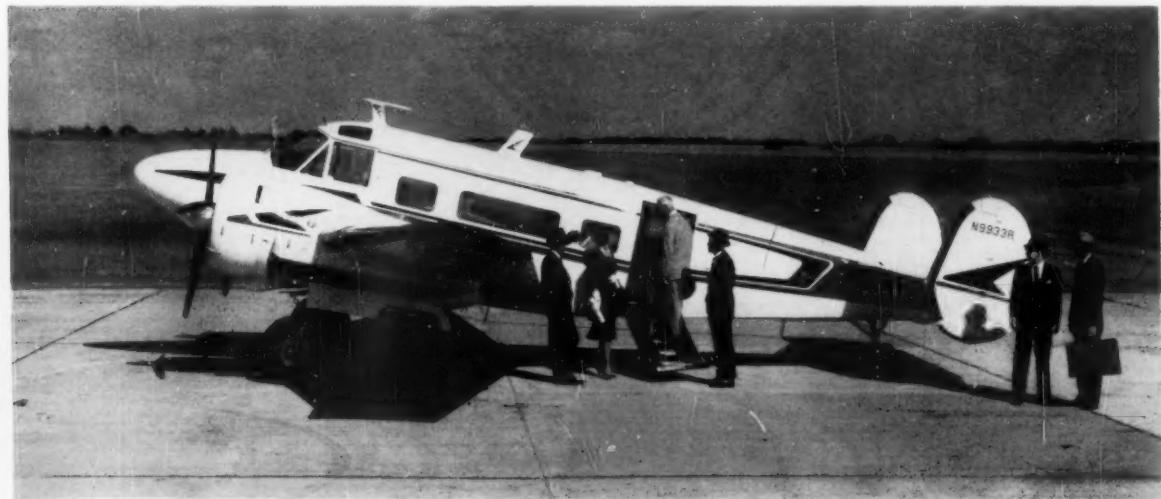
types, and even a variety of converted bombers such as the B-17 and B-26.

This predominance of propeller craft presents a bit of a problem for the corporate fleet. Up to now, there have been plenty of planes in the \$200,000-\$800,000 range. All have been fairly large, and, when converted to luxury business use, could carry a dozen or so people in real living room comfort.

But today the piston-plane production lines are gone forever, and those planes now in service, hardy as they may be, have to wear out sometime. It appears, therefore, that in as little as ten years' time the choice open to the business plane purchaser will be either a smaller plane in the up-to-\$200,000 class, which will

seat six or seven people in compact fashion, or a better-than-\$1-million jet plane with spacious accommodations for a greater number of travelers.

One other possible solution is just appearing: The small planes may get more expensive, and close the gap in that way. Aero Commander, Inc., has recently announced a new small jet that will compete with the airlines' in speed but still have the smaller capacity and short takeoff requirements of today's medium-size twin-engine planes. It will seat eight people (including two crew members) in an in-line, or conventional, arrangement, or four or five people in an "executive configuration." Selling for \$475,000 without extras, it will be roughly in the same class (as



BIGGEST BEECHCRAFT is this Super G 18, nine place transport with thousand mile range. Basic model price: \$132,000.

How to Get Business Off the Ground

(continued)

OPPOSITE THE JETS on the business plane scale are 2-seater "personal" planes like this Cessna 150. They often take the place of the company car.



far as the jobs it will do) as the company's own Aero Commander series (up to \$113,500) and the bigger Beech planes such as the Super G 18 S (\$132,300) and the Queen Air (\$126,000).

The helicopter presents another "new frontier" in business flying. Although most people would probably prefer to forget the glowing predictions of the forties which had the helicopter replacing the family car, the helicopter is showing signs of coming very alive as a means of business transportation.

Admittedly, it has a high initial cost (a 4-place Hiller "flying station wagon" costs about \$70,000 for the basic package) and a fairly high operating cost, especially for an aircraft of its speed (few small 'copters will cruise at over 125 mph) and range (the Hiller lists 225 miles as maximum without accessory fuel tanks). Generally speaking, a conventional airplane in the same price-neighborhood should fly close to halfway across the country at nearly double the speed of a helicopter and carry two or three more passengers.

But the same versatility and "fringe benefits" that have made the helicopter famous for police work, rescue, firefighting, construction, and so on, promise to make a good place for it in the business world. Its elimination of the need for an airport, its ability to fly easily from home plant to customer's parking lot, or from plant to plant in spite of extended distances, lack of airports or labyrinthine cities make it ideally suited for such work in sprawling, traffic-choked metropolitan areas, places where important customers are five or six auto-hours apart and where one salesman must cover a huge territory and kill most of his time on the road.

The advantages of a helicopter for giving prospects a close look at construction sites or other big installations, for being able to hop from place to place within

a sales district at a moment's notice, and so on, make it almost required transportation under certain business conditions. Now, with the big Cessna dealer organization behind that company's new 4-seater Skyhook, the helicopter is sure to get an even bigger push as a business aircraft.

Although every year shows fewer and fewer companies able to count themselves as non-owners of airborne transportation, it is difficult indeed to find a company which can give dollar-and-cents reasons for owning an airplane.

Of course, certain companies can justify private air travel on a cost-accounting basis. If executive salaries are added to the cost of commercial airline tickets, and if the executives in question travel enough, corporate-owned aircraft will always win out.



'SKYHOOK,' recently introduced by Cessna, promises to give a substantial push to the helicopters-in-business trend.



TEN NEW YORKERS debark from Victor Adding Machine's luxurious Convair 440 for a tour of the company's Chicago plant. Victor finds plane and tour help sell product quality.

Similarly, if company headquarters is located in a city that is only nominally served by commercial airlines, and it becomes necessary to depend on few-and-far-between hedgehopper flights to bigger air terminals in major cities to put executives in contact with the outside world, it is generally more than justifiable to support private air transportation.

And there are cases where an airplane may mean the absolute difference between keeping and losing a big account. The sales engineer, for example, who sells equipment to oil drillers in the desert must be able to supply a replacement part as quickly as possible in the event of a disabling breakdown.

Some companies have found that in their lines of work a few salesmen with airplanes can do the work of several times as many with automobiles. If the

costs break out right, the fleet of aircraft may indeed be the more economical answer even though new salesmen would need flight training.

But pure economics will only serve a small percentage of corporate aircraft owners. Dr. Karl M. Mayer, Senior Economist for Lockheed's Georgia Division, reports after long study that for every one company that is able to buy an airplane on the basis of cost, five are able to justify one on value.

"The top executive who summons his accountants to determine whether or not a plane is justified will probably never get one," says Dr. Mayer. "After all, it is always cheaper to walk."

Value in an airplane is something like value in advertising. With some exceptions, it is very difficult to

(continued on page 118)



VERSATILITY of medium-size aircraft for some business activities is demonstrated by on-the-spot landing of this Aero

Commander 560. Although current Commanders range in price up to \$113,500, jet model will cost several times that.



What Ten Top Execs Demand

How do marketers rate those much-touted agency services? Some wish they were confined to good old basic advertising; others want service all the way from market research to participation in sales meetings.

The role of the ad agency in today's complex marketing structure has become a source of much confusion. It represents one of the most dynamic of business activities, and has changed so much in recent years as to defy comparison with its earlier counterpart.

Once devoted solely to advertising activities, the modern agency now confronts the potential client with a perplexing array of services — from market research to sales training — all ostensibly designed to help him market his product more efficiently and successfully. A few years ago, when this trend began to take shape, some astute observers suggested changing the title to marketing agency. Today there exists a great deal of controversy over this gradual change in Madison Avenue's function.

Solid arguments can be advanced in favor of the more marketing-conscious agency. The pressures of the modern market place demand that company and agency activities be more closely coordinated than ever

before. Competition moves fast, and time lost between marketing decision and advertising program can prove fatal. Most companies now work so closely with their agencies that they expect the ad men to attend their sales meetings and, on occasion, even give talks to the salesmen.

Few companies, with the exception of the largest, can afford to maintain a permanent staff of specialists to handle all aspects of sophisticated marketing programs. Since they must use outside sources anyway, it seems reasonable to get the services through an organization that is already thoroughly familiar with their products and marketing problems, one which can quickly integrate the results into an advertising program.

On the other hand, just how effective these agency-initiated services are is a question that has bothered more than a few marketing men. Under the pressure of increased competition for accounts, some agencies are not above offering services that they are not fully equipped to pro-

vide. This expedient window dressing to attract clients has in the long run lost customers and soured advertisers on all services offered by agencies, legitimate or otherwise. Indeed, what appears to be a slight reversal of the trend could very well be due to such advertiser disillusionment.

But marketing men are not free from guilt either. Bargain-hunting practices and attempts to get the best "package deal" often exert such pressures that the ad men must offer something fast, or drop out of the running.

How Marketers Rate Services

Sales Management interviewed ten leading marketing men to find out how they felt about advertising's changing role. Their respect, or lack of it, for an agency-proffered service is one measure of its value. We wanted to find out how much these execs relied upon extra advertising services, how often they used them and, what is probably more significant, how they wished to pay for them...

of Their Ad Agencies



J. A. McIlnay, V-P, Marketing, Electric Storage Battery Co.

Among the most outspokenly critical of the traditional function of the advertising agency is J. A. McIlnay.

"I even dislike the term advertising agency," he says. "I prefer to look on the agencies that serve us as marketing counselors. I don't want only the graphic arts and brokerage abilities of my agencies working for me; that's only the mechanical side of it. I want all the creative effort these people can put into the planning of a marketing program. And above all, I want to be able to consult with them on any problem I think they might be able to shed light on."

"With the exception of sales training and sales promotional materials, there are very few areas in marketing that I don't consult them about."

"For public relations and publicity they're helpful at the planning stage. As far as the implementation goes, they may or may not be called in."

"The same is true of market research. I don't necessarily want my agencies to carry out programs. I'd actually prefer an outside group for that. But I do want them in on the initial planning. The agencies can also be helpful in outlining a product testing program and in selecting people to do it. However, I wouldn't want them to implement it because they know the products too well and might bias the results."

McIlnay prefers to pay for this counseling on a fee basis. In fact, his support of a general fee system versus commission is strong. "The

commission represents a hidden potential risk that the people in the agency might be influenced in their space buying habits."

He also frequently questions his agencies' media recommendations. "There is an unintentional tendency to balance out media allocations within an agency without regard to the companies served. I like to second-guess them by ferreting out recommendations on my own. I also watch for recommendations from the agencies serving our subsidiaries. I find I can often take advantage of lower rates for quantity insertions by coordinating the subsidiaries' choice of media."

On advice to companies seeking new agencies, he says, "I would look first for creativity that enables an agency to develop ideas in the whole field of marketing. I wouldn't ask for a presentation either. I don't want to see a trained seal act. I want to look at the agencies' case histories of advertising campaigns to see what marketing problems they encountered with other companies and how they solved them. And I also want to interview the people within an agency who would actually be handling the account."

"The last thing I look for in an agency is the facilities for the mechanics of advertising. I want counsel; I want to find a partner in marketing."

(continued on next page)

What Ten Top Execs Demand (continued)



Louis Laun
V-P and Director of Marketing
Celanese Fibers Co., division of
Celanese Corp. of America.

Louis Laun stresses the need for the closest kind of cooperation between Celanese Co. and its agency. In fact, the agency head frequently gives talks at sales meetings to help outline the marketing and advertising program to the company's salesmen.

"While the basic function of an ad agency is still one of advertising," Laun says, "we expect the agency to have a thorough knowledge of our field.

"Our company is large enough to maintain specialists for most marketing problems, and consequently we have little need of outside help. We have our own product publicity for example, but we sometimes like to supplement our efforts with those of the agency team. One company can't be expected to possess all the necessary skills and knowledge, and there are times we like to extend our reach.

"Celanese has its own market research department, too, and we carry out research through the internal group. But we may want to talk with the agency before we actually go to work. Packaging design is done internally, but there are times when we want to tie it in with a promotion or create a new trade-mark; then we will call in the agency people.

"Payment for such help is an entirely relative matter. If an account billing is large enough, the profits from the commission are enough to cover many services that the agency is only too glad to perform. But there certainly are times when extra expenditures are necessary, and the advertiser who expects to get first-rate service, free, is not being very realistic. This must be underwritten in some way, and whether it's on a fee basis or through commission on the artwork makes little difference. We happen to pay more frequently through commission.

"But the most important single element in our relationship with an agency, in addition to creativity, is its ability to work closely with us and to become thoroughly familiar with our products and our markets."

► "Textiles are quite different from consumer package goods. You can sell the same can of coffee to every American housewife, but you can't sell the same dress. That means we must run tremendous numbers of ads and launch many campaigns, not only for our dress manufacturing customers but for those that make blouses or shirts or draperies. Our agency must be able to advertise not only to consumers but to retailers, cutters, converters, mills and others. And it must do so with taste.

"With all these conditions we demand a great deal of attention from our agency. For that reason we prefer to be among the largest accounts in the agency. Our other criteria are efficiency, good taste, fashion sense, the ability to anticipate deadlines."



Philip L. Bondy
V-P, Sales and Advertising
General Cigar Co., Inc.

While emphasizing the traditional function of the advertising agency, General Cigar uses few of the additional services its agency can provide. As Philip Bondy points out, "Marketing services can be helpful, but they should never take precedence over the agency's function. Our agency does have a fine marketing division, and consequently we do take counsel from them on market research."

The company also relies infrequently upon public relations and publicity, but all other services are taken care of within the company.

Regarding compensation for the skills he does use, Bondy prefers the fee system. "An agency's primary job is to prepare advertising and select media. If its commission is utilized for other services, the client is weakening its efforts in a vital area."

In looking for an agency, Bondy reviewed case histories. He asked for a presentation only after a "study of their efforts and past experiences with other clients."

The most important criterion was "creativity." As to what else he expects, Bondy states, "The client has every right to expect the very best from its agency . . . to demand constructive thought, fresh ideas, originality and the highest degree of competence. But the client must also give something in return — he must give concrete direction and a consistent point of view."

(continued on page 53)

ANNOUNCING

...a new kind of publication.

A professional publication for scientists and engineers covering the entire spectrum of science and technology applicable to industrial progress...a unique technical information service providing cross-communication between the scientific and engineering specialties...an ideal environment for advertisers with a product, a concept, a capability.

See it come to life in the prototype issue, August, 1961.

INTERNATIONAL

SCIENCE AND
TECHNOLOGY

CONOVER-MAST PUBLICATIONS, INC. 205 E. 42nd STREET, N.Y. 17, N.Y.

Advertising dollars are "on target" in "U.S. News & World Report"

MORE AND MORE advertisers are concerned with customer research in terms of *their* markets and *their* customers. They want answers to questions like these:

How big is my market—just how many customers or potential customers can I cover with my budget?

What qualities do these customers have in common? What sets them apart from non-prospects?

How can I most effectively and economically get my messages before them, and across to them?

Much of the market research effort of "U.S. News & World Report" has concentrated on answering these basic questions for advertisers. Based on research among buyers and owners in both business and consumer markets, the information shows that these customers are mostly the higher-income and better-educated people, with responsible jobs in business or professional life.

The research also shows that of the 14 major magazines studied, "USN&WR" usually ranks first in actual buyers per advertising dollar, in market after market. This is why more and more advertisers are choosing "USN&WR" to spearhead their campaigns... why they consider it to be

...the most important magazine of all

COVERAGE OF IMPORTANT MARKETS, IN IMPORTANT NUMBERS, AT LOWEST COST

Known Buyers Per Advertising Dollar*

	"USN&WR"	Newsweek	Time
Owners and buyers of corporate stock	192	104	92
Business travelers by plane, train and ship	143	115	85
Customers for car rentals	61	48	27
Customers for vacation travel	198	138	114
Customers for new cars	123	84	84
Customers for new automobile tires	252	201	147
Customers for home air conditioning	53	32	20
Customers for hi-fi and stereo	137	108	61

*Source: "Survey of National Markets, USN&WR." "Buyers" are those who bought within 12 months and represent division of projected coverage by 1-time, 4-color page rate. The magazines studied are *Better Homes & Gardens*, *Fortune*, *Holiday*, *Life*, *Look*, *National Geographic*, *New Yorker*, *Newsweek*, *Reader's Digest*, *Saturday Evening Post*, *Sports Illustrated*, *Sunset*, *Time*, and *"USN&WR."*



U.S. NEWS & WORLD REPORT

America's Class News Magazine

Now more than 1,200,000 net paid circulation

Detailed reports or film strips are available on each of the markets listed above. Ask your advertising agency or call our advertising offices at 45 Rockefeller Plaza, New York 20, N. Y. Other advertising offices in Boston, Philadelphia, Pittsburgh, Cleveland, Detroit, Chicago, St. Louis, Los Angeles, San Francisco and Washington.

What Ten Top Execs Demand

(continued from page 50)



DR. JOSEPH A. COLEMAN
President
Maidenform, Inc.

Maidenform's approach is also traditional. The only extra service it requests is in the market research area, and only with regard to particulars, such as sales statistics. Promotion and merchandising services are occasionally important. However, the

company wishes to pay for even this modest assistance by separate billing.

Dr. Coleman has a lot to say about "creativity" and a "close working relationship between Maidenform and its agency." The company is unique in that it has had the same ad theme for some 12 years. But that does not mean that the agency's job is easy.

"A continuing campaign does not relieve the agency of demands for creativity; rather, the demands and challenges are more acute. Keeping the theme fresh and flexible is a constant problem.

"We need fashion alertness in our agency. The vitality and rightness of our 'dream' ads require a steady, fresh wind of new fashion ideas and alertness."

Some of his other criteria call for "marketing know-how and flexible research facilities," and for an agency big enough to be handling a variety of accounts, but not so big that it "might fall into routine thinking in a continuing campaign."



GEORGE A. WOOLFENDEN
Director of Advertising & PR
International Div., Burroughs Corp.

With 112 overseas markets representing 17 foreign languages to keep an eye on, the International Division's greatest concern is for servicing and coordinating of all its advertising activities around the world. Consequently, the primary consideration in the initial selection of its agency was world-wide service.

"We wanted an agency that is internationally represented," says George Woolfenden. "There are 22

autonomous subsidiaries spread all over the globe, 22 separate campaigns and 22 separate advertising budgets. I've got to keep track of them."

Local management's responsibility is to critically evaluate the agency activities, and while Woolfenden might encourage the use of agency services, he feels that local management is in a better position to decide when they are needed. Each company has a staff consisting of about 99% nationals. They know the taboos and the social customs of their own countries, and autonomy is encouraged.

"The problems and their resolutions are largely local," continues Woolfenden. "My staff offers counsel, but our principal concern is creation of the materials, prediction and coordination of supply to avoid duplication.

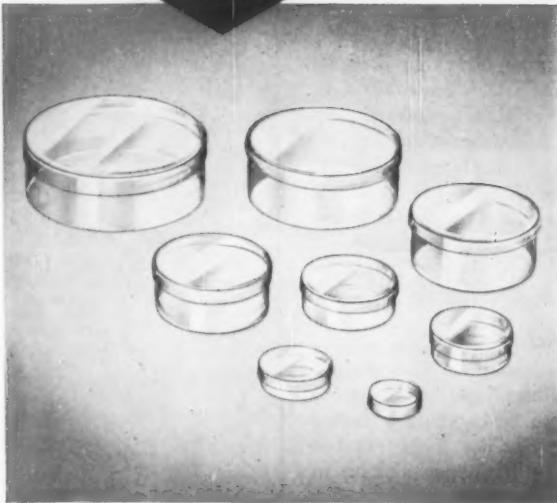
"The great benefit of using an agency with international representation lies in its ability to help me coordinate. I receive a quarterly report from the agency on the services they have performed for Burroughs, expenditures they have made (broken down by products), and what competition is doing in print media."

(continued on next page)

EFFECTIVE JULY 1, 1961



**From Celluplastics
The World's Largest Producers of
STOCK plastic
VIALS and
JARS . . .**



plastic CYLINDRICAL TELESCOPE boxes

Inexpensive packaging for any small item. Products are well protected and completely visible. Order from stock in eight diameters— $\frac{1}{8}$ ", $\frac{1}{4}$ ", $\frac{3}{8}$ ", $\frac{1}{2}$ ", $\frac{5}{8}$ ", $\frac{3}{4}$ ", $1\frac{1}{4}$ " and $1\frac{1}{2}$ ". Telescope boxes are pressure formed with .015" thick crystal clear butyrate. Custom formed pieces or fitments are available on special order.

These designed-to-sell Plastic Telescope Boxes are just one of thousands of Clearsite stock packaging items designed to sell *your* product and cut *your* packaging costs.

*We will be happy to send free samples.
Address Dept. D*

CELLUPLASTICS, INC.
A Subsidiary of Brockway Glass Co., Inc.
24 Commerce Street, Newark 2, N. J.

What Ten Top Execs Demand

(continued)



WILLIAM C. DURKEE
Senior V-P
Pepsi-Cola Co.

Pepsi only recently acquired a new agency. While Bill Durkee was interested in international representation, there were many other prerequisites his new agency had to meet that were more important to him.

"We looked for extensive research facilities using market and motivation procedures, a good field organization with fully staffed field offices to handle the local problems of our bottlers, and a lot of experience in consumer goods. We wanted an agency with prestige as well, one that would add to Pepsi's quality image and attract top outside talent."

As far as the agency's attitudes and philosophy are concerned, Durkee also has some concrete requirements. "There must be strong interest by top management in our account. It's our feeling that this interest supplementing a major agency's talent provides the difference that marks outstanding client-agency performance.

"On the personnel end, we looked for an able, creative team with strong personalities, people who are marketing-oriented regardless of their spot on the creative team. It was also important that the agency have sufficient people at all levels so as not to be swamped by Pepsi's demands for services, especially in the packaging area."

The Newest Criteria

Along with Pepsi-Cola, the following companies were recently faced with the problem of selecting a new agency. SM asked them what criteria they used and how they went about weeding out prospects.

(continued on page 56)

**YOU CAN
QUOTE ME...**

"RCA Victor distributors tell me they select the WLW Television Stations to advertise RCA Victor Color sets because they're among the Colorcasting leaders in the nation . . . with their Color TV engineering skills, wonderful Color programming, and Color selling power."

Jack M. Williams
Jack M. Williams, Vice Pres.
Advertising and
Sales Promotion
RCA Sales Corporation

I'LL SAY THIS...

"WLW Television Stations have gone all out to sell RCA Victor Color TV sets in the grand tradition of the Crosley Broadcasting group . . . covering store fronts and home fronts to really mean business for RCA Victor. Advertisers have a pot of gold waiting for them at the end of the WLW Television Color rainbow!"

Raymond W. Saxon

Raymond W. Saxon, Vice Pres.
Marketing
RCA Sales Corporation



Call your WLW Representative . . . you'll be glad you did!
the dynamic Crosley Stations

WLW-C
Television
Columbus

WLW-T
Television
Cincinnati

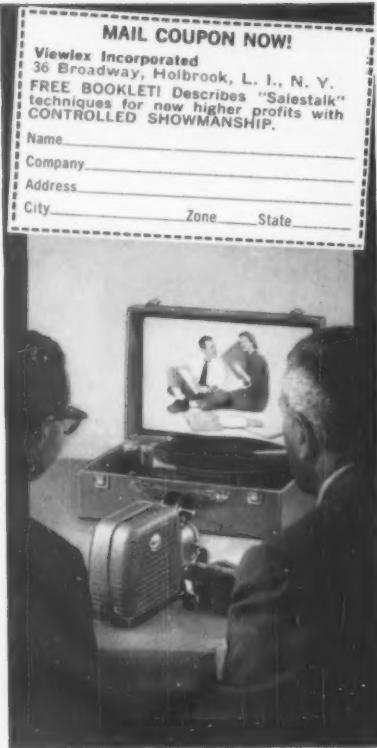
WLW-A
Television
Akron

WLW-I
Television
Indiansburg

WLW-D
Television
Dayton



Crosley Broadcasting Corporation, a division of *Arco*



SHOW! TELL! SELL! WITH NEW PORTABLE VIEWLEX "SALESTALK"!

- A Complete "Sight-Sound" Unit in an Attache Case!
- Lowest Cost Presentation and Training Unit of All!

New Viewlex Salestalk provides proven sight-sound sales principles—CONTROLLED SHOWMANSHIP—with the lowest cost, lightest unit that allows the full power of daylight projection of documentary photographs, dramatic animation, drawings, charts, etc., combined with hi-fi sound and words of tested selling power.

Set up in seconds—right on a prospect's desktop—it tells the EXACT sales story your management team wants... and, your salesman's last call of the day is as vibrant and fresh as his first in the morning. Assures higher PROFIT-PER-CALL ratio than ever before possible.



Also available—Salestalk V-2. Projects both Filmstrips and Slides. Other Viewtalk Training and Selling Aids from \$50.25 to \$495.

\$104.50
COMPLETE



36 Broadway, Holbrook, L. I., N. Y.
IN CANADA—Aniphoto Ltd., Montreal

MAIL COUPON NOW!

Viewlex Incorporated
36 Broadway, Holbrook, L. I., N. Y.
FREE BOOKLET! Describes "Salestalk"
techniques for new higher profits with
CONTROLLED SHOWMANSHIP.

Name _____
Company _____
Address _____
City _____ Zone _____ State _____

What Ten Top Execs Demand

(continued)



Leonard H. Lavin
President
Alberto Culver Co.

Alberto Culver is one of the most traditional of the ten interviewees in its attitude toward service. But the manner in which it evaluated prospective agencies suggests a departure from the traditional methods.

Leonard Lavin did not ask for a presentation. Like Electric Storage Battery's McIlroy, he was more con-

cerned with the backgrounds and qualifications of the people who would handle the account than in any performance the agency could put on for his benefit. The greatest emphasis was placed on creativity and strength in specific media.

"The creative group must have strong brand men with ideas of their own to help supplement the creativity. In addition to that, the creative group must have strong TV and print producers who can also interpret creativity in their own manner," says Lavin.

The availability of services figured only minutely—if at all—in the actual evaluation. "Our products are fast-turnover consumer items and require strong commercial messages and strong advertising weight. If our agency has other attributes of strength, such as merchandising, research, new-product ideas, etc., we are not loath to avail ourselves of them. However, I would say that 90% of our attention goes to the creative group and to the media buyers."

Naturally with so much emphasis upon media selection, Lavin is a solid subscriber to the commission system, and he feels that the fee system only confuses things.



Gerald Light
V-P, Marketing
Schick Inc.

Schick is a heavy user of such services as market research, sales promotion and merchandising aids. While the agency's ability to provide such services is important, the "must items" on the criteria list are market research facilities and "creativity."

"Creativity" he defines as "not merely good artwork and copy, but creative analysis of media, market

research and the interpretation of research results as well. Most important, I want an agency that believes in a market-oriented approach to advertising."

Light did not ask to see a presentation. Instead he narrowed his choice through a process of elimination from ten to five to three potential agencies before making his final decision. Some of the probing and sometimes embarrassing questions he asked are listed below.

"How many accounts did you lose during the past year and why?

"Has increased billing come from new or old accounts?"

"Give complete case histories of some of your campaigns, the problems you encountered and what techniques you used to solve them. Give both the successes and the failures."

"How do you measure the success or failure of a campaign—by sales, number of people reached, image created or other criteria?"

"To what degree do you research marketing problems? Give examples."

"What is your company philosophy



Really up there...

Sacramento's ABC City Zone Population Is Now Over a Half Million Sacramento is now one of the nation's **TOP FIFTY MARKETS** in terms of City Zone population.* The Sacramento Bee is the Key to sales in this important market. **THE SACRAMENTO BEE**, Sacramento, California, A McClatchy News-paper in the Billion Dollar Valley of the Bees. O'Mara & Ormsbee, National Representatives.



*ABC 4-1-61

MERIDEN

Retail Trade Zone
Growth Rate is
nearly double
that of
Connecticut!

It's a fact. Latest 1960 U. S. Census figures show that the Meriden retail trade zone has now grown to 132,455 population.

This means . . . a 47% population increase since 1950 . . . nearly double the 26% growth of the state of Connecticut over the same period!

Rich Sales Potential

Meriden-Wallingford (the urban heart of the Meriden retail trade zone) now offers Effective Buying Income exceeding \$200 million . . . and Total Retail Sales of well over \$98 million (SM 1961 Survey).

EFFECTIVE COVERAGE IS YOURS ONLY WITH THE RECORD & JOURNAL

Happily for advertisers, this major growth market is blanketed with just one efficient buy: the Record and Journal, with 102.6% family coverage in Meriden-Wallingford.

No outside ABC daily from Hartford, New Haven, or anywhere else, penetrates this market!

Get the full story about your new sales opportunities in the growing Meriden retail market now!

The Meriden RECORD and JOURNAL

MERIDEN, CONNECTICUT

National Representatives:

Johnson, Kent, Gavin & Sinding, Inc.

regarding field work by the agency?

"What methods of media selection were used—plans board, account leadership or other?"

He wanted to know the background and experience of the people who would be handling the account, what other merchandising facilities were available, and how much research was done on a product in advance and upon completion of a product-testing or advertising program.

More than any specific services, Light was after a flexible organization that could rise to meet unusual situations, one that could provide a variety of services, but did not lose sight of its primary purpose.



Edward G. Gerbic
Senior V-P
Heublein, Inc.

Heublein's emphasis is on "compatibility," another way of saying a close working relationship with the agency. The company also uses agency marketing services to the hilt. "We ask this much of our agency and a little bit more," Gerbic says.

"Accordingly, our agencies are invited to our sales meetings. New-product considerations and new strategies on existing products are discussed thoroughly with agency personnel.

"Sometimes our agencies conduct necessary market research and supervise test market operations, and sometimes we handle them ourselves—but with agency participation. Only after we have gathered as many facts as possible do we ask the agency to map out a campaign that will be compatible with our sales and merchandising objectives.

"While a test market operation is in progress or a new advertising or sales campaign is under way, our agency people routinely make field contacts

with our sales and merchandising executives or representatives. This sharing of responsibility is no guarantee against false starts, but it is a valuable hedge against mistakes resulting from lack of understanding or unity of purpose."

Heublein was also interested in the qualifications of the people within the agency. It did a great deal of weeding out of prospects before it finally asked for—and paid for—an agency presentation.

Gerbic frequently questions his agencies' media recommendations. "To be a good advertising director, one must be a professional malcontent," he says. He must know all the why's and wherefore's if he is to have confidence in his agency.

Gerbic is a past president of the Assn. of National Advertisers, and his position is similar to the association's on the fee system. He feels that it will come, but by a process of evolution rather than revolution.



R. H. Noel
Manager Sales Promotion Advertising
Bristol Laboratories Division
Bristol-Myers Co.

Special problems in marketing prescription drugs make it imperative for Bristol to have a large number of agency-initiated services available.

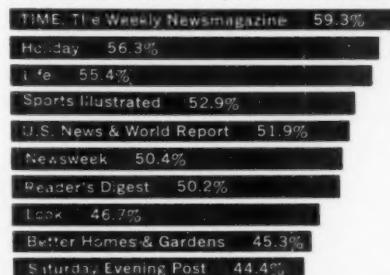
"We wanted a great deal in the way of marketing assistance," says R. H. Noel. "Except in the case of product releases, even our public relations department sometimes overlaps activities with our agency. For example, we might well want the house organ to be used in cooperation with our advertising programs.

"We place the greatest emphasis upon market research. We expect most of the services used to be paid for out of the agency's commission,



TIME is the shape of the apparel market

Circulation concentration in top APPAREL SALES COUNTIES



Sources: Sales Management's "Survey of Buying Power" (5/10/59) and latest available publishers' reports. TIME (3/23/59) • Holiday (March 1957) • Life (10/26/59)

- Sports Illustrated (3/2/59) • U. S. News & World Report (3/28/58) • Newsweek (3/23/59) • Reader's Digest (April 1959) • Look (3/18/58)
- Better Homes & Gardens (April 1959) • Saturday Evening Post (3/14/59)

Just 100 of America's 3,070 counties ring up 62% of all retail apparel sales. In these top markets, TIME concentrates more of its circulation than does any other magazine of over half a million. TIME readers are the on-the-way-up young style-makers who set brisk new buying trends. With incomes more than double the national average, they're well able to buy better and buy more.

TIME

TIME . . . TO REACH 2,550,000 TOP-OF-THE-MARKET FAMILIES



Nothing moves so much
goods so soon as advertising
in newspapers . . . or in their
Sunday magazines. Local
retailers prove that every day.

PARADE

The Sunday Magazine
section of strong
newspapers throughout
the nation, reaching ten
million homes every week.



but we are glad to pay separately for projects that tie up the research facilities for any length of time.

"We also call upon our agency to test ad themes. Much of our advertising is directed at physicians. They balk quickly at the slightest hint of commercialism in an advertisement, and what may be commercialism to them may not appear so to an agency.

"We regard the advertising function at Bristol as one of providing technical information to physicians. We must keep them informed about the new drugs we bring out and any symposia that we may hold. And we must do so with ads that cannot use the conventional consumer techniques for fear the doctors may spot such techniques and consider them too commercial.

"For this reason, the most important criterion in selecting our present agency was creativity in all facets of marketing, from advertising and artwork to market research. We particularly wanted to interview the directors of technical copy. They had to be well read in our field and be capable of imaginative application of the knowledge they acquire."

► Market research seems to walk off with the prize in this minor popularity contest. Even the companies most conservative in their approach to agency services leave the door wide open for research.

While there are as many variations on the theme as there are advertisers, at least one definitive attitude has come out of this series of interviews. Marketers are showing a trend to take their agencies more deeply into the corporate confidence and give them

a more active role in strategy planning. Even those companies that strongly support the traditional view of the agency function want to consult with their ad men on communications and broad marketing policy. Whether they employ agency non-advertising services or not, they want to see a marketing awareness.

► Such attitudes help create an environment conducive to the growth of marketing departments within agencies. It seems probable, then, that companies will eventually begin to use first one and then another of the services so conveniently at hand.

The importance of, and respect for, such services is reflected in the marketing executive's willingness to pay for them. It appears clear that whatever their position toward the use of marketing services, companies looking for new agencies should give serious thought to their needs in this area before they even begin to shop. And they should decide how they will pay. Otherwise they fall into the old danger of being forced to rely on expedient programs dug up for their benefit by an agency that is afraid to turn its client away.

More than one company has had unfortunate experiences when it approached an otherwise competent agency with a new marketing problem. Assured by the ad men that they could handle the job, the client later found to his chagrin that they had neither the background nor the facilities to deal with such special problems. But in all fairness, the agency can't be entirely blamed. In the marketing world as anywhere else, one gets what one pays for. ♦ CJS

The President as a Marketing Leader

"ADVERTISING—The president must not only recognize its basic value, but must be willing to accept and even bear some responsibility for innovation in ads themselves and in the vehicles which carry these ads. Perhaps the greatest long-range danger facing advertising today is a sameness and lack of imagination which could create an apathy or unconscious resistance to advertising on the public's part. The company which overcomes this will be the company which innovates."

. . . see page 18

NEW DESIGN IDEAS THAT MOVE PEOPLE AND PRODUCTS

CREATIVE PACKAGING



High Density Polyethylene

Formulated to better meet the specific requirements of bleach and detergent applications . . . Dow high density polyethylene resins exhibit outstanding resistance to stress-cracking . . . greater impact absorption and physical rigidity . . . excellent modulus and over-all processability. These resins impart an outstanding surface gloss to blownware . . . so important to the styling and color considerations which set your product apart from competition. Look first to Dow . . . for advanced polyethylene resins suited to modern concepts of design and function . . . backed by a comprehensive array of technical research, testing facilities, market analysis, design and color services.

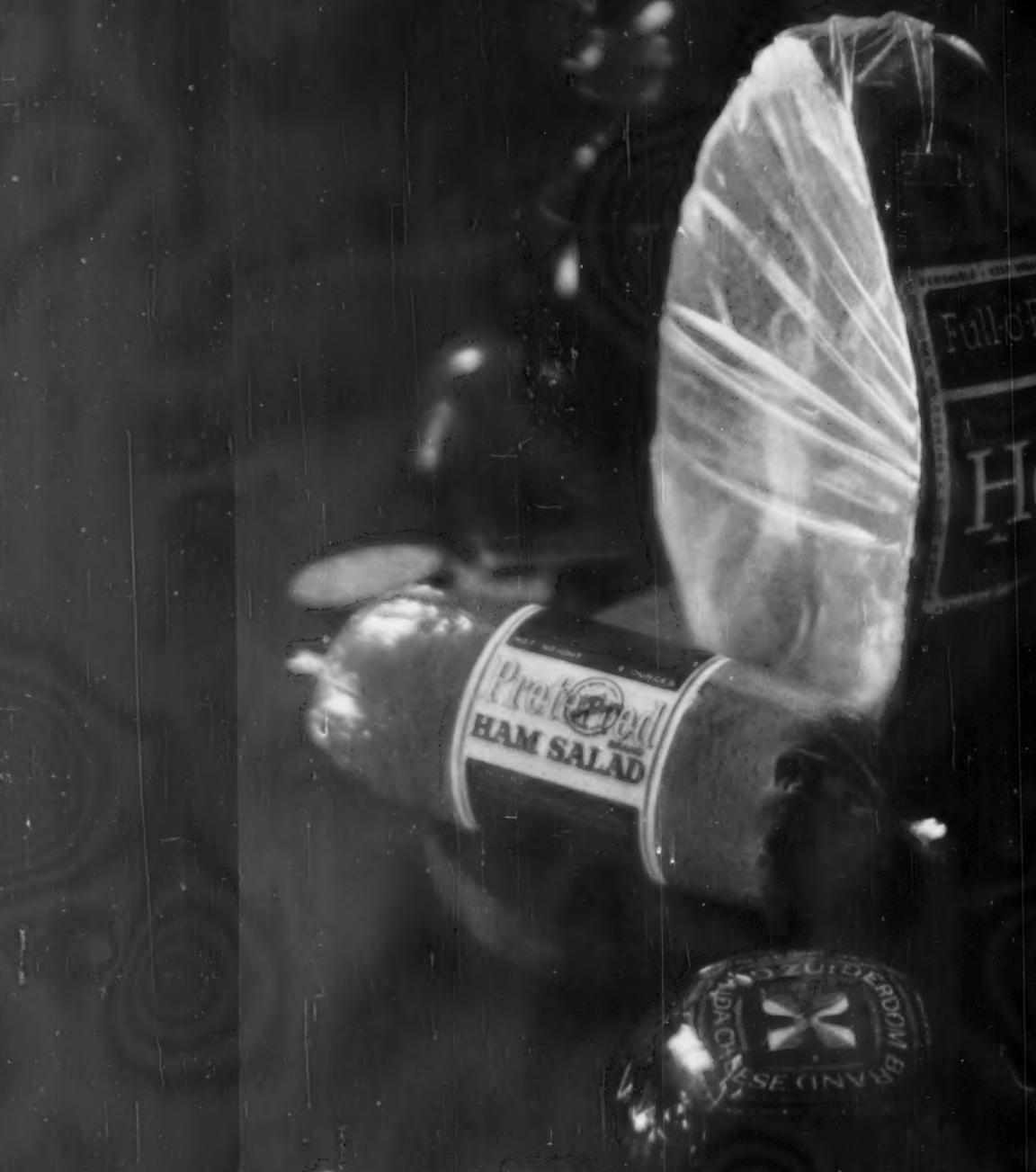


Polyfilm

Need a flexible polyethylene film of exceptional clarity? A film with high surface lustre for added eye appeal? An unusually tough film to hold and protect weighty contents? A film that handles easily on processing machines? Polyfilm® is available in many types to satisfy nearly every combination of packaging requirements you might desire: high impact strength . . . tear resistance . . . maximum printability . . . easy fabrication.

Polyfilm, the most versatile of all packaging films, is surprisingly economical, too. 





Saran Wrap

Most alluring of the protective films . . . with brilliant surface sheen and water clarity . . . Saran Wrap® preserves the peak flavor, freshness and appearance of foods just as they are packed . . . right up to moment of serving. In the store, Saran Wrap displays and keeps food at its appetizing best. Satiny soft, though remarkably strong, Saran Wrap can be heat sealed . . . accepts printing with ease and fidelity. Nothing saves and sells like Saran Wrap.

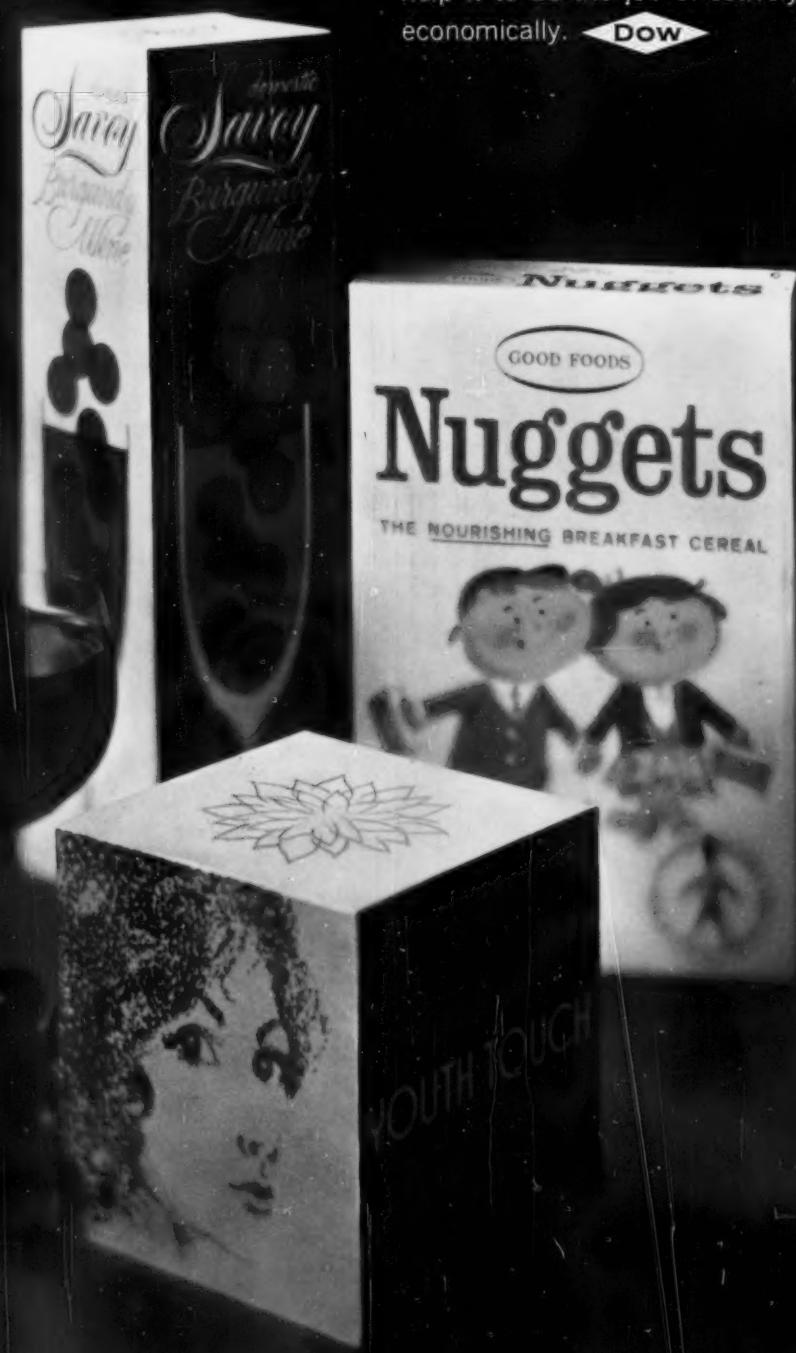


*Trademark

Coatings

Dow coatings materials span an entire range of packaging needs, providing varying property combinations for maximum appearance, protection and printability. Each major class of Dow coatings materials—polyethylene extrusion coating resins, saran resins, and latexes—offers a range of products to meet specific packaging problems and to solve them to best advantage. Whether the package end use is to safeguard perishables, display goods, or whet the shopper's appetite, Dow coatings materials will

help it to do the job effectively, economically.



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. right
food
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Trademark



Pelaspan

Want a shock-resistant package that cushions fragile contents . . . a resilient cradle that conforms exactly to product contours . . . a lightweight container that cuts shipping costs? Try Pelaspan® expandable polystyrene beads. This rigid two-piece shell of identical configuration carries costly precision parts . . . its interchangeable inserts accommodate 36 product combinations. Compared to previous containers, this handsome shipper protects against mishandling and moisture damage, eliminates oiling and hand-wrapping of parts, cuts shipping costs.

THE DOW CHEMICAL COMPANY  MIDLAND, MICHIGAN

THE MARKETING MAN

*Rising Star in the
Corporate Firmament . . .*

Joe Sturges* is the new order of marketing man. He's Harvard Business School, 1946; he drives a '60 Thunderbird, and he's sending Candy, his 15-year-old, to Miss Jones's School (select).

At the moment he was sitting in the knotty-pine study of his new house in Darien, Conn., sipping a bourbon and soda.

"The marketing man's status?" he repeated our question. "It's certainly a hell of a lot different from Dad's." He nodded at his father, sitting in a leather chair. "Dad was a marketing man, too. But in his day the title was plain old 'sales manager.' He made a pretty good salary, too. But, even allowing for inflation, I couldn't maintain my standard of living on it."

Joe couldn't maintain his status on

his salary, either. He's one of the lucky marketing men (and they're becoming more numerous): His company, an electronics firm, gives him stock options, a fine pension plan, pays his dues at an eating club and halves the cost of his country club dues, because Joe needs the club, not merely for status but for contacts.

Joe Sturges' Dad shakes his head in happy disbelief at his son's situation. He worked his way up to the top sales berth in his company. And, sitting there, he summed up what has happened between his generation of sales manager and his son's generation of v-p in charge of marketing.

"After the second World War," he ruminated, "the sales manager's status — and that's a word my generation never recognized as such — began to spiral upward. First came the trend to recognizing the importance of the sales function in a company's corpo-

rate life. The selling world was turning upside down. New products, products never more than dreamed of, were coming off the drafting boards in quantity. They had to be sold. And to do it the sales manager needed broader responsibility: He began to have an increasingly stronger voice in the company's advertising programs. And he began to speak with more authority as he got more. (Because authority generates authority.) Almost overnight, it seemed to me, he and his brothers got a new title — v-p in charge of sales.

"Nowadays he has a newer title — v-p in charge of marketing. Well, that's probably as it should be. The old title didn't say enough. Today's marketing man is a far cry — so far as his responsibilities are concerned — from my day. Today, often as not, the advertising function comes under his jurisdiction. He has to be on top of

* Not his real name



OUR JOB*

* is to help you INCREASE SALES AND PROFITS

Ask yourself these six questions—if the answer is "no" to 3 or more, The F. C. Russell Institute of Selling can be of definite assistance to you.

1. Are your salesmen fully trained in the art of creative selling?
2. Are they securing their share of the business without cutting the price?
3. Are you satisfied that *all* of your salesmen know how to make the best use of their time and effort?
4. Is your sales force entirely free of negative thinking?
5. Are you satisfied that your men are effectively demonstrating their products?
6. Are you convinced that the morale of your salesmen is unaffected by competition?

Our Institute offers an intensive 5-day action Sales Clinic 40 weeks a year designed for both men and women in the sales profession. F. C. Russell, founder, is recognized as one of the foremost authorities in the field of selling and all members of the staff enjoy national reputations for their achievements in Industry, Business and Education. Write today for complete information.

THE F. C. RUSSELL INSTITUTE OF SELLING

Box 218 • Route 2 • Chestertown, Md.

The President as a Marketing Leader

"MANPOWER DEVELOPMENT—It is up to the chief executive to see that sufficient marketing manpower planning is done and that funds are provided to carry out these plans. Here he can use his personal power to great advantage. He can lecture to students, cooperate and become interested in leading schools and their staffs, and in this way create a path between the centers of learning and his company." . . . see page 18

sales promotion, packaging, product planning, market research. There are a dozen different areas Joe oversees which my generation of sales managers never had to bother our heads about."

The elder Sturges summed it up pretty concisely. He might well have added that today the top sales executives for most major corporations are finding their way onto the corporate board.

A top West Coast marketing man puts it this way: "The marketing v-p (or equivalent) is increasingly becoming a member of the top management group. In the West he comes up through these roles: (1) the sales manager who is sufficiently broad-gauged in attitude, thinking and capacity to have an overview of company-wide objectives and industry-wide problems; (2) the man who, in a general top management position, has taken on marketing as a specific and concentrated assignment; (3) the ad manager with the same general qualifications as the sales manager. There are considerably more sales managers than advertising managers who will eventually become members of the board."

A leading marketing consultant, Walter J. Semlow, president of Barrington & Co., sees nothing but increased status for the marketing executive.

"The chief marketing executive's job will, more and more frequently, be the stepping stone to the company presidency. I notice that many top corporate presidents have on their staffs a smart (often young) fellow on the way up and being groomed to take over one day. Often the man's title is v-p of marketing.

"There is emerging, in much clearer form, the concept of the product marketing manager. Before the war such a title was rarely encountered among consumer goods manufacturers. It began to appear in the guise of brand manager but that title carried little of the executive connotation. Actually, to begin with, the brand manager was not much more than a sales promotion manager.

"Then, as the tempo of competition accelerated, there was a desperate need to make product lines sharp and competitive, particularly in larger corporations, where the set-up was divisionalized. In industrial companies the product manager started as the 'voice of the consumer'—the man who had to know the demands of the mar-

ket, then fight the battle in the market place, who had to be sure the product was adequate and competitively priced. As time went on this became such a critical factor that this man began to grow in stature, to move up in the organization. He is a highly paid man today, and his skills are vital."

► Semlow takes a dim view, however, of company-paid club memberships.

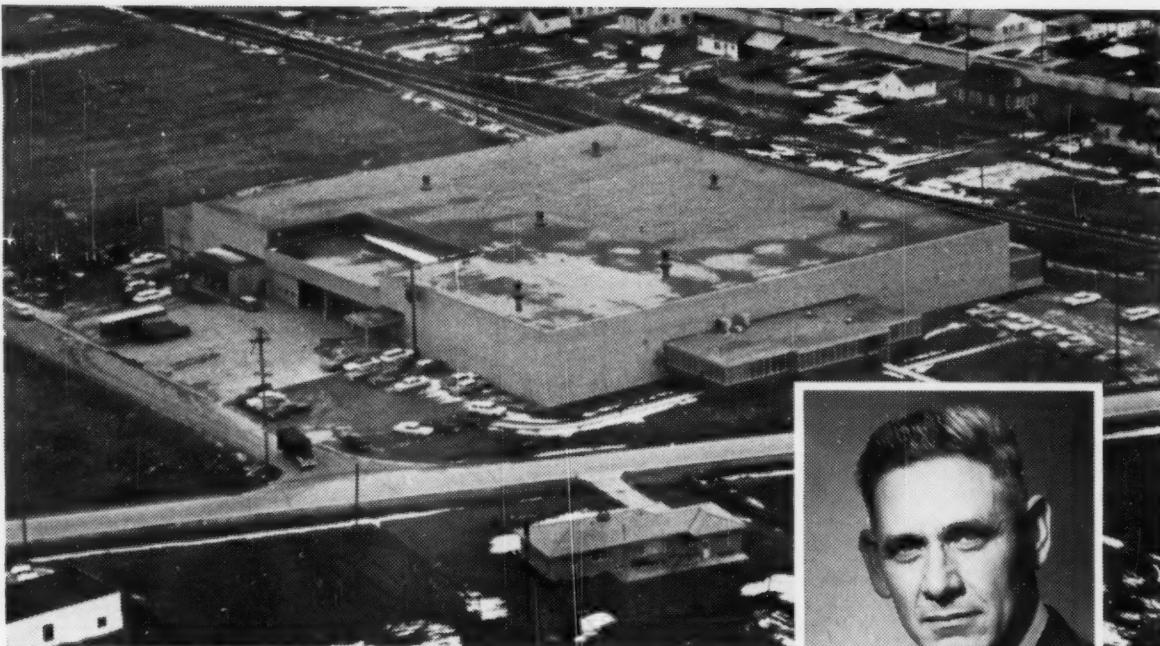
"In a good many businesses it is sheer rationalization to play the club game. In the insurance business, yes; contacts are important. But the marketing manager of, say, a leading soap company is a guy who rarely gets involved in actual selling. He may entertain an executive of a supermarket corporation. In such a case the company would be unlikely to provide him with a golf club membership. Now I see the need for the marketing executive to belong to a club—and I'm speaking in New York terms but they could be translated to other cities—such as the Yale, Harvard or University clubs."

Semlow recalls when a marketing executive, even in most larger organizations, was sometimes given short shrift. He recalls that in 1949 he was visiting one of the Big Three among the motor manufacturers. A new president had recently come in. And that day, for the first time in the company's history, the president was giving his marketing v-p a 2-year look into the future—the company's '51 model in mock-up form.

"This," says Semlow, "may sound absurd, but the theory was, 'Let the marketing v-p sell what we produce after we produce it.' You wouldn't find a marketing v-p of an auto firm today who isn't as much in the picture as the president. We tend to take these examples of increased status for granted."

Another contribution to the present status of the marketing man has come from leading universities, such as Harvard, which have set up schools of business administration. Semlow gives them a word of warning along with an accolade: "I hope they will underscore the word 'business' rather than over-emphasize the academic flavor. Such schools merely prepare the man to think. The rest must be self-development."

"Yes, today the marketing man is Number 2 in the corporate set-up. The engineers don't like this. But we oper-



Aerial view of the new food distribution center of Bay City Milling and Grocery Company, which was formally opened in Bay City last year. Their line includes groceries, frozen foods, health and beauty aids, milk and dairy products. (Inset) Herman H. Koffman, president of the 52-year-old firm.



Herman H. Koffman names Bay City Times "the most productive advertising medium"

"We service 200 retail outlets, including two chains and several voluntary groups from our Bay City center," states Herman H. Koffman, general manager of Bay City Milling and Grocery Company. "Our customers are located throughout prosperous North-

eastern Michigan, the area covered by the Bay City Times. Best results in sales have come from this newspaper. To get a product's message to the consumer and to create brand acceptance in this market, the best advertising medium is the Bay City Times."

FOOD SALES ARE UP IN NORTHEASTERN MICHIGAN

In the 18-county area served by The Bay City Times, food sales in 1960 reached an all-time high of \$159.8 million. Bay County alone produced \$44.6 million of that total, a 30% increase over 1959.

Food SALES POWER for the entire market is supplied by The Bay City Times, the newspaper that dominates in Northeastern Michigan. It reaches 9 out of every 10 homes in Bay County and 35 out of every 100 homes in its whole area.



THE BAY CITY TIMES

NATIONAL REPRESENTATIVES: A. H. Kuch, 110 E. 42nd Street, New York 17, Murray Hill 2-4760 • Sheldon B. Newman, 435 N. Michigan Ave., Chicago 11, Superior 7-4680 • Brice McQuillin, 785 Market St., San Francisco 3, Sutter 1-3401 • William Shurtliff, 1612 Ford Bldg., Detroit 26, Woodward 1-0972.

A Booth Michigan Newspaper

ate on the thesis, in our business society, that nothing happens until the sale is made. Even in chemical companies, I've noticed, where there generally is a scattering of Ph.D.'s, it is still the marketing man who has the status."

The emphasis on financial benefits for good marketing men will, he believes, be soft-pedaled in the future. "We've gone about as far as we can with financial bait dangled before the prospective employee's nose.

"It's high time that industry began to pay more attention to the non-financial incentives. In order to enjoy the money industry has been waving at choice marketing men, the recipients of such largesse must have the time and freedom to use it. So incentives and satisfactions on the job will become more important. This will, I believe, come about through the difference between the 'commanding concept' and the 'leadership concept.' By that I mean the science of giving the man full range to exercise his personality, his initiative, his capacities. There's been a lot of lip service to this concept but very little application. Too many large corporations hire a first-rate marketing man because he has executive abilities, then hamstring him by insisting that he follow the manual. If he's worth hiring, he's worth being given his head.

"And this may be the ultimate step in the marketing executive's status," Semlow concluded, "that he be allowed to mature into a creative, functioning executive. That day, I think, is coming."

In an effort to pin down the trends in marketing status within the corporate structure and outside, as well, Sales Management asked its Sales Leadership Panel, made up of marketing executives, some leading questions. For the sake of comparison, we divided respondents into two groups: those from consumer product manufacturers and those from industrial companies.

Among the consumer goods companies, in answer to our question, "Is your company's chief marketing executive a vice president?" some 81% said "Yes."

And 84% stated that the chief marketing executive has achieved an executive committee spot, or its equivalent.

A healthy 42% reported that he is on the board of directors.

Just under two-thirds of respond-

ents replied that the chief marketing executive reports directly to the president; 21% report to the executive v.p. The remainder report to some other officer.

With an increase in authority, the marketing executive is getting some pretty fancy "extras" to go with his job. In almost a third of cases, the man has a company-paid or private membership in a businessman's club. A fifth of respondents said that the company gives them membership in a country club. Eight percent get membership in a golf or yacht club. One in 100 gets membership in a tennis club. Still, the bulk of respondents (54%) are left by their companies to pay for their own club memberships.

► The much-vaunted trend to fancy offices, hung with art and embellished with wall-to-wall carpeting, isn't, in

practice, what theory has it. A mere 8% of SM's respondents indicated that their offices are decorated with expensive art. (On the other hand, picture the office of Joe Sturges' Dad, a quarter of a century ago!) A decent percentage—41%—have floors cushioned with wall-to-wall carpets. Twelve percent have free-form desks; 6% described their office decorations as "expensive trappings" (all the way from bars to private baths). And 61% figure that "nothing fancy" best describes their scene of operations.

But among these consumer product makers, better than half (55%) of marketing executives get company stock options and 38% of companies carry things a step further by giving their men a percentage of the profits.

The money is good, too. The overwhelming majority of marketing men in these companies get 50%, or better,

Masters of Marketing #4

LORD DISRAELI



"Let us always take our jobs seriously
—but never ourselves."

When (the late) Tom Beck was referred to in the phrase "the president and the employees" of the Crowell Publishing Co., he corrected it to "the president and other employees," saying that he was as much an employee as any other worker.

Self-praise can be just as out of place in a selling or advertising campaign. Kenneth Goode put it with doubtful grammar but admirable style when he wrote in "Showmanship in Business": "Don't tell people how good you make your goods—tell them how good your goods makes them."

This series is conducted for Sales Management by Zenn Kaufman, New York sales consultant. Nominations welcome.

Three Fifths of the People in Chicago are "Untouchables".



Though 7 of 10 Chicagoans read a newspaper every day . . . you are *now out of touch* with more than three fifths—from 61.6 to 80.6%* of Chicago's adults when you advertise in any *one* Chicago daily newspaper.

You don't need Elliott Ness to draw a conclusion. It takes *two or more* newspapers to sell Chicago—and the top two for the money are the Chicago Sun-Times and Chicago Daily News.

The new Sun-Times and Daily News rate structure, with new combination discounts gives you Chicago's most efficient advertising buy. From 48 to 241 more readers per dollar, than any other 2-paper combination.



*"Chicago NOW," a report based on the first Chicago market study ever conducted in consultation with the Advertising Research Foundation, supplies some revealing figures—and important new ideas—about today's Chicago market. If you don't already have a copy, contact your Sun-Times or Daily News representative today. He'll also have specific information on how recent Chicago rate changes have affected the figures in "Chicago NOW."

*Based on 1000 line B/W ad

when you try to reach them
with any single daily newspaper

TOP TWO FOR THE MONEY



CHICAGO SUN-TIMES CHICAGO DAILY NEWS

CHICAGO: 401 N. Wabash Avenue, Whitehall 3-3000
NEW YORK: Time and Life Bldg., Rm. 1708, Circle 6-1919
DETROIT: Buhl Bldg., Room 1026, Woodward 3-0930
MIAMI BEACH: Hal Winter Co.

ATLANTA
LOS ANGELES } Sawyer - Ferguson - Walker Co.
SAN FRANCISCO }

Copyright 1961, Field Enterprises, Inc.

SALES COSTS

A sales call on one Purchasing Agent can cost you up to \$22 or more. That's expensive selling. If your salesman calls on this PA half a dozen times a year it can cost you \$132. Yet with one-page advertisements in PURCHASING Magazine you can reach him 26 times a year for only 65 cents. That's over four times as many contacts for half of 1% of the cost. PURCHASING Magazine is published biweekly by Conover-Mast.

of the company president's gross income. In the group paid 75-100% of the president's gross, 15% touched home. Thirty-two percent say they get between 60-75% of their chief executive's gross; 17% get between 40-50% and only 15% get as little as 25-40% of the big boss's gross.

In status, things aren't appreciably different among the industrial products companies.

Well over two-thirds - 68% - say their company's chief marketing executive is a v-p. Four-fifths are on the company's executive board or the equivalent. Fewer than their counterparts in consumer companies have made the board: 38% of the industrial men replying sit on the board.

Four percent fewer industrial respondents than consumer members—or 60%—report directly to the president. Twenty-four percent report to the executive v-p; the rest report to some other officer.

► But more industrial respondents—43% in all—have company-paid or private membership in a businessman's club. A full quarter of them have the tab picked up for a country club. And 7% are given golf or yacht club memberships by their beneficent companies. Only 28% are provided no company-paid club membership of any kind.

A tiny fraction—3%—boast that their offices are decorated with expensive art. But 40% have wall-to-wall carpeting. Some 8% use a free-form desk; 5% described the trappings of their cells as "expensive." The biggest majority—65%—call them "nothing fancy."

More industrial respondents get stock options (54%) than don't; 59% get a percentage of profits (here the industrial boys have the upper hand over their consumer counterparts).

Almost one-fifth of them make between 75-100% of the president's salary; 18% pull down between 60-75%; 12% get between 40-50% and almost one-quarter—24%—get between 25-40% of the big boss's salary.

It all spells "Status."

But it might be well to bear in mind the comment of the president of one of the country's leading distilleries. This trenchant gentleman summed the thing up in these words:

"Marketing v-p's I know range all the way from near incompetence to men making a greater contribution than their presidents." ♦ HW

**Roanoke, Va., Newspapers
reach more
people than
22
of the top 100
Metro Markets**

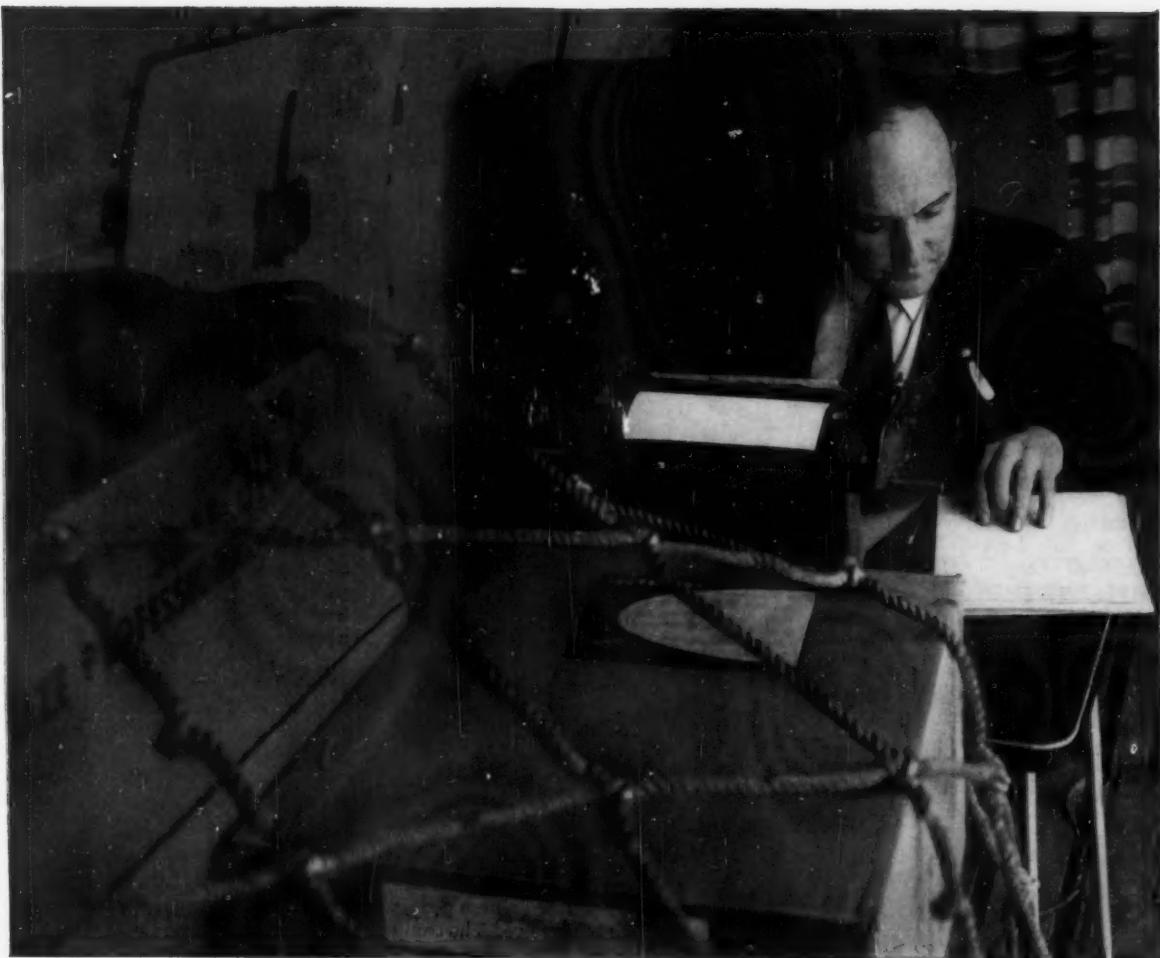
**FULL
COLOR
Now Available**

The map shows the state of Virginia with a star marking Roanoke. Distances are indicated by lines connecting Roanoke to three cities: Washington, D.C. (225 miles), Richmond (170 miles), and Newport News-Norfolk (250 miles).

16 pages of up-to-the-minute facts about the \$790,900,000 Roanoke, Virginia, market. Write Arthur Wimmer, Roanoke Newspapers — or Sawyer-Ferguson-Walker.

**THE ROANOKE TIMES
The Roanoke World-News**

SAWYER-FERGUSON-WALKER, Nat'l Representatives



Only LUFTHANSA has a Cargo Attendant Flying with your Consignment



Here's how he saves you time and money!

Imagine your shipment clearing customs in 30 minutes or less after landing!

Shipped by Lufthansa, it will . . . at no extra charge. A Supercargo — exclusive with Lufthansa — processes waybills, transfers and other customs documents 20,000 feet over the Atlantic. On landing, customs clearance is almost immediate.

That's Lufthansa service — unique, efficient beyond expectation. Even before take-off, time is in your favor

when you use Lufthansa. No other overseas airline requires so short a close-out notice — only 1 hour and 15 minutes. Four hours is standard. And you won't miss connections from domestic airlines — Lufthansa picks up your shipment, makes sure it departs *on schedule*.

This refreshing kind of efficient, personal attention characterizes the entire Lufthansa Super Cargo Service — the fastest-growing today! More and more overseas shippers are taking advantage of it. For your next shipment to Europe, the Middle East or on to the Orient — call your cargo agent or Lufthansa.

SUPERCARGO Service

5 weekly all-cargo flights from New York. 14 weekly transatlantic nonstop Jet Cargo services from New York. Regular Jet Cargo services from Chicago and San Francisco.



LUFTHANSA

GERMAN AIRLINES

AIR CARGO DIVISION, 410 Park Ave., N.Y. 22, N.Y., PLaza 9-5522. Offices in principal cities of the U.S. and Canada.

Worth Writing For...

A selection of noteworthy studies of markets, media, consumer buying trends, product and service developments that can pay off for you.

Sales Training Films

A catalog of films on such subjects as creative selling, opening and closing the sale, sales presentations, selling quality, making better use of selling time, and techniques of salesmanship. These films are suitable not only for sales training courses but for meetings and conventions as well. Write Ray Linzer, Dept. SM, The Dartnell Corp., 4662 Ravenswood Ave., Chicago 40, Ill.

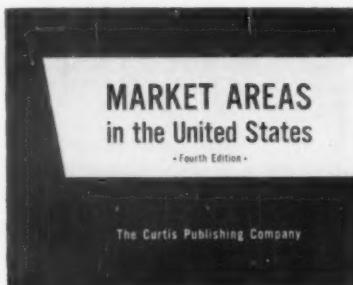
The Booth Michigan Market

This easy-to-use study is broken down in sections, with a section devoted to each of its major markets. Each section has information on population, households, income, retail sales by category, automotive information. Some of the figures are based on Sales Management's Survey of Buying Power. Write Dept. SM, Booth Michigan Newspapers, 2500 Buhl Building, Detroit 16, Mich.

Spot Radio

In a colorful, 19-page brochure, "Get Close to Your Customers with America's Newest Medium — Spot Radio," the emotional dimensions of advertising on the air are summed up. The report traces the changing his-

tory of radio and its listeners and suggests that radio today is an entirely new medium with little resemblance to the radio of a few years ago. Write William Steese, Manager Radio Station Promotion, Edward Petry & Co., Dept. SM, 3 East 54th St., New York, N. Y.



Market Areas in the United States

The fourth edition of this national survey emphasizes that there is a distinct difference between where people buy and where buyers live. The study is broken down into 500 national market areas with a detailed breakdown of each major retail trade category by percent of the total U. S. for each of the counties within the 500-market area. Alaska and Hawaii are added with their market areas deter-

mined. Accompanying this study is a 50½ in. by 38½ in. map on heavy plastic stock which depicts and pinpoints the 500 market areas. The map and statistical data are of assistance in solving such market problems as calculating sales quotas, outlining sales territories, locating warehouses, determining dealer representation. Write Curtis Publishing Co., Research Dept. SM, Independence Square, Philadelphia 5, Pa., or contact your nearest representative of the Curtis Publishing Co.

Major U.S. Market Analysis 1961

This ninth edition based on Sales Management's Survey of Buying Power contains valuable information on all 300 metropolitan markets in the nation. Every metropolitan market is ranked by dollar volume in descending order in ten major sales classifications. Gains and/or losses over a 5-year period for the 300 metro areas in these sales classifications are shown by projecting this year's figures against 1954 census figures. The top 100 metro markets are listed, and in addition the top metro markets in the South. Write on business letterhead to the Advertising Research Department, Greensboro News and Record, Greensboro, N. C.

Direct Mail Advertising

Selection of market, budgets, direct mail vs. sales calls, direct mail as a selling aid, direct mail follow-up, the value of advertising repetition—these are some of the subjects covered in the booklet "The Art of Direct Mail Advertising for Direct Sales." Write Dept. SM, The Palette Service, 100 Fifth Ave., New York 11, N. Y.

Sales Aids From Advertisers

Have you written for these booklets or samples described in recent advertisements in Sales Management?

Fleetcar Leasing: Investigate the advantages of fleetcar leasing. Write: H. F. Ryan, V-P, Hertz Fleetcar Leasing, Dept. D-519, The Hertz Corp., 660 Madison Ave., New York 21, N. Y.

Camera as a Sales Aid: For complete information on how to use the Cinéphonie 8 mm sound motion picture system in making more effective sales presentations. Write: Dept. SM-5, Fairchild Camera and Instrument Corp., 580 Midland Ave., Yonkers, N. Y.

Chemical Process Industries Census: The latest available figures enabling you to check your chemical process industry potential state by state, county by county, by plant, product and size. Complete with map. Write: Dept. SM, Chemical

Engineering, McGraw-Hill, 330 W. 42nd St., New York 36, N. Y.

Packaging: How cellophane can be used for profit-building packaging in the booklet, "Multi-Packs with Avisco Cellophane." Write Dept. SM, American Viscose Corp., Film Div., 1617 Pennsylvania Blvd., Philadelphia 3, Pa.

Auto Expenses: A unique car expense reimbursement plan designed for the company with a sales force of twenty or more men, in the booklet, "A Look into the Peterson, Howell, & Heather Car Plan." Write: Dept. B-7, Peterson, Howell & Heather, Inc., 2521 North Charles St., Baltimore 18, Md.

Signs: How well-known outdoor illuminated plastic signs attract customers. Rated firms may obtain the booklet, "Signs of Success." Write: Dept. SM, Plasti-Line, Inc., Knoxville, Tenn.

Moving Tips: A free booklet designed to help you make that next move an easier one. Write Dept. SM, Allied Van Lines Inc., 25th and Roosevelt Road, Broadview, Ill.

More Customers for the Same Advertising Dollars: A new report on how leading magazines cover known buyers in a wide variety of markets—corporate stock, new cars, business and vacation travel, air conditioning, etc. Write: "U. S. News & World Reports," Dept. SM, Advertising Sales Office, 45 Rockefeller Plaza, New York 20, N. Y.

Traveling Billboards: Descriptive leaflets, testimonials, magazine feature article reprints and other material on audience exposure of demountable car-top miniature billboards. In addition there is information about fleet lease arrangements and design service. Write W. T. Clore, President, Dept. SM, Travel-Ads, Inc., 2232 R. St., Lincoln, Neb.

when
you plan
your next
campaign
we'd like
to be
on hand
showing you
how CCA
sales-oriented
displays
reinforce
advertising
and promotion
at the
crucial
point of
purchase



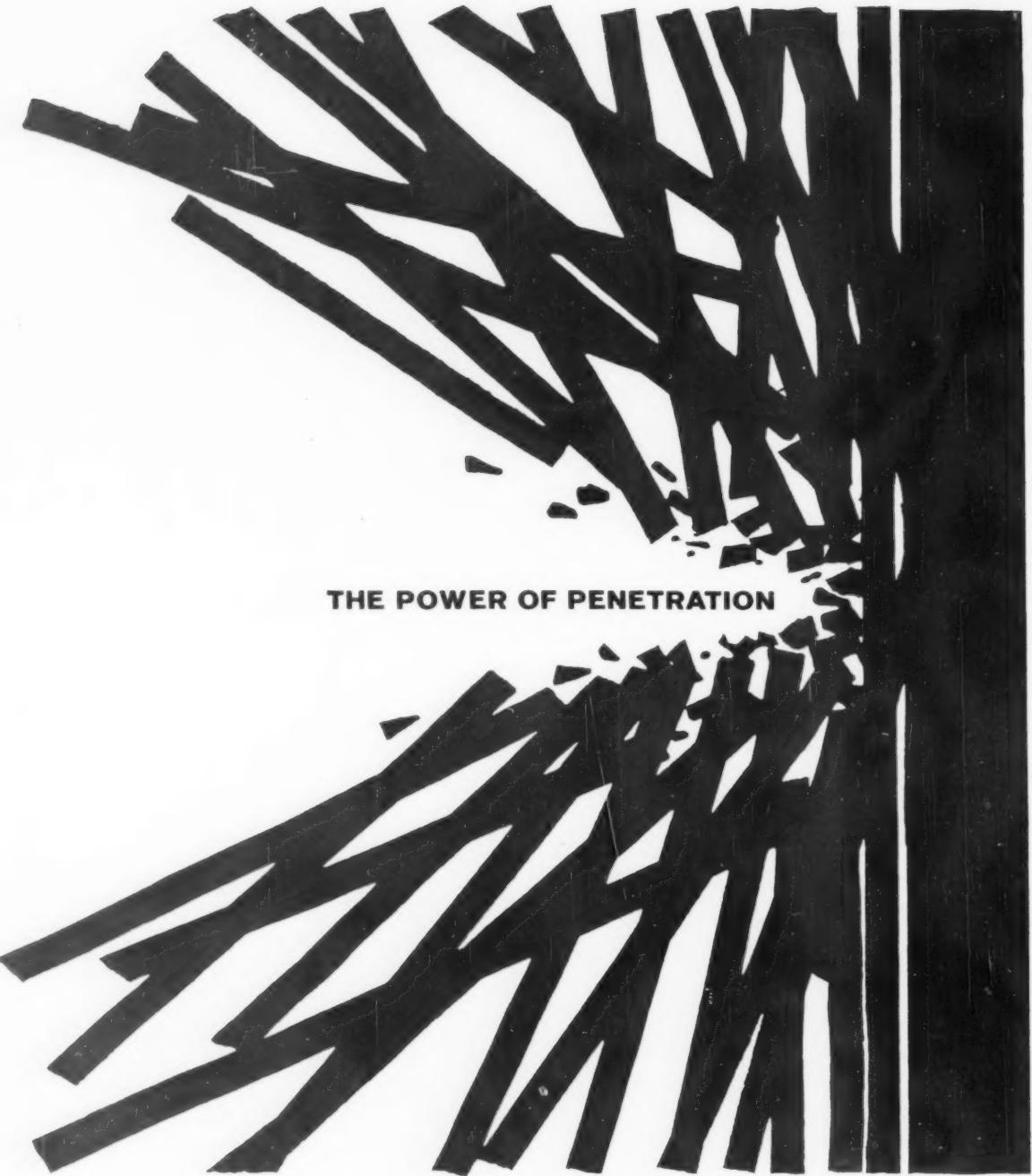
CONTAINER CORPORATION OF AMERICA • CHICAGO 3

local service from 125 manufacturing centers

Vintage cars reproduced in CCA corrugated drive home Brown-Forman's antique auto theme for Early Times distributor-dealer program.



folding cartons • shipping containers • paperboard • Sefton fibre cans • point-of-purchase displays • molded plastics



THE POWER OF PENETRATION

733,583 weekdays—up 252,910 over a year ago! **920,607 Sunday**—up 280,528 over a year ago!* That's The Detroit News total paid circulation. In Detroit's three-county metropolitan market, where 1,080,000 families earn \$9-billion annually, The News alone gives its advertisers 64% coverage weekdays, 71% Sunday.** No other newspaper in the nation's top 5 markets offers such total market penetration—or such deep penetration of all income groups (including \$15,000 and over)—at the low milline rate of \$1.91 weekdays, \$1.68 Sunday. To sell Detroit, just use The News!

*ABC, 11/7/60-3/31/61 **Sixth Quinquennial Survey of the Detroit Market, 1961

The Detroit News

New York Office: Suite 1237, 60 E. 42nd St. • Chicago Office: 435 N. Michigan Ave., Tribune Tower • Pacific Office: 785 Market St., San Francisco • Miami Beach: The Leonard Co., 311 Lincoln Road

These Presidents Say:



President Ziegler



President DeYoung



President Crawford



President Quayle



President Fuller

My No. 1 Job Is SELLING



WILLIAM F. CRAWFORD
Edward Valves, Inc.

► "A president's personal salesmanship can count plenty in industrial products."

William Fowle Crawford makes this statement on the basis of 20 years as president of Edward Valves, Inc., East Chicago, Ind., and his four years as head of Republic Flow Meters Co., Chicago — both subsidiaries of Rockwell Mfg. Co.

In quest of sales, Crawford travels a full one-third of his time, here and abroad. In addition to logging 100,000 miles annually in a Chicago-based Rockwell Aero Commander in the

U.S., he has done 25,000 to 50,000 miles more on each annual trip through Europe since World War II.

From Rockwell International's base in Geneva, Bill Crawford personally seeks and develops markets for his products to control and measure flow in such industries as electric power, oil, gas, steel and paper, in the six countries in the Common Market, and in the "Outer Seven." Currently, he is planning to manufacture Edward and Republic devices and systems in an existing Rockwell plant in Germany.

From Norway to Italy, he explains, his linguistic shortcomings are countered by the fact that "engineers and metallurgists at work on the same problems speak a common language."

When one adds in the time he devotes to planning and organizing for tomorrow's products and sales, plus the time spent with customers and prospects who visit the Chicago plants, Crawford's energies are concentrated primarily on building markets.

But, as part of this, he explains, "my No. 1 interest is product development to meet changing customer requirements."

The requirements vary greatly. For example, Edward ships 40% of all

orders the day they are received, and 10% more within 24 hours. "These," Crawford says, "are for standardized products. Usually we can't sell such customers until they see the need for replacement. Then they want delivery fast."

"But the other 50%, involving new systems, we may not ship for two years. These orders call for close cooperation. We learn a lot about our customers' plans. They come to our plant to meet our shop operators and learn our methods." (A single recent order for an Edward "system" came to \$991,000.)

At 15, Bill Crawford joined his father in the Edward Valve business. He worked first in advertising, then in manufacturing. He became a metallurgist. But, though he is a trustee of the Illinois Institute of Technology and of the Armour Research Foundation, he is not a graduate engineer. For three years he has been president of the Valve Manufacturers Assn.

Crawford's "sales experience" has developed during his presidency. In two decades under his leadership, Edward's volume has risen 300%. Despite the fact that it competes against a half-dozen larger manufacturers, this company counts as customers, among others, 95% of the biggest



and only **ONE** can give you **TOTAL** Coverage in the **PONTIAC** **AREA**

In an area of 283,000 people, 76% take THE PONTIAC PRESS daily. Be sure and see the comprehensive new study on home coverage in Pontiac!

Total Selling needs
Total Coverage
In Pontiac, Total Selling
Means The Press

THE **PONTIAC PRESS**

PONTIAC • MICHIGAN

Scolaro, Meeker & Scott, New York,
Philadelphia, Chicago and Detroit
Doyle & Hawley,
San Francisco and Los Angeles

electric utilities. Crawford points out that "the ratio of our research-and-development expenditures to sales is higher than that of competitors."

"A president," he emphasizes, "should know market trends and requirements. He should help to develop the products for them — often new types of products, new materials, made by new processes. He should see that these products are sold at competitive prices. And he should be able to amortize this continual pioneering over enough time and with enough customers to justify the calculated risk."

Also, the president of a supplier to industry should insure that his company "keep abreast of industries and areas of faster technological change."

Except for the electric power industry, which through fair and foul economic weather manages to double its volume every decade, the other

major customer industries are cyclical. Bill Crawford strives to get his companies "ready to harness the upturn in each of them."

In the U.S., Edward and Republic operate two separate sales groups — selling through their own field men, through distributors and manufacturers' representatives. Crawford knows personally all of his own sales people and all of the "reps," and at least 50 among the hundreds of distributors.

Edward's own 50-man sales force has been built mainly since World War II. "We seek imaginative sales engineers," Crawford explains. "We look for men who can see in the sale of a 10-inch, 600-pound valve a step toward selling a whole system. Among other sources, we comb the technological colleges for them." And when likely candidates are brought to the point, the president does his part personally to sell them.



ROBERT H. QUAYLE, JR.
Norge Division, Borg-Warner Corp.

► Wider responsibilities have reduced the "selling time" of Robert H. Quayle, Jr., in the 16 months since he moved up to the presidency of Norge Division of Borg-Warner Corp., Chicago. But, he adds: "A full one-third of my working hours still are spent on the road-selling."

Quayle personally directs sales operations in the New York metropolitan area, which he regards as "a barometer for the whole U.S." (Privately he confides that New York is the market where such big home-appliance rivals as GE, Frigidaire and Westinghouse may put on special promotional pressures.)

His present post caps a lifelong career in merchandising. Now, how-

ever, he must make immediate sales a stage or link in long-term "whole-marketing: Costs and margins are part of this . . . Our vice president for manufacturing is a 'salesman.' . . . I help to guide product research and development. This is the most creative function in our operation."

Robert Quayle emphasizes that both his own job and that of Norge Chairman Judson S. Sayre is "essentially selling. Both of us devote to it 85% of our time and thinking and effort." Though they let the sales department prod lagging individual distributors, the two top managers strive constantly to strengthen communications, to insure that all distributors know and make the most of Norge products and programs.

Lately this problem has been intensified by the fact that Norge now has two distributor groups — one for the long-developed home appliance lines and the other for the new Econ-O-Wash coin-operated washing machines. In home appliances, in all major markets, Norge now claims to rank among the first five in sales. In the new coin-in-the-slot washers it is No. 1.

Despite the fact that the major appliance industry has been beset by deep and sustained recession, Quayle points out that Norge has operated in the black every year since Jud Sayre took the helm in May 1954. Introduction of new products and services

ANNOUNCING A GREAT NEW KODAK PREMIUM

...especially designed for volume business



Hawkeye Flashfun Camera. New features! Superb styling! Built-in flash! Takes all 3 kinds of pictures—color snapshots, black-and-white snaps, color slides. It's the answer to your need for a self-liquidator, sales incentive, dealer loader, contest prize, or

other offer where quality and low price are important. The Hawkeye Flashfun Camera is available in sturdy, protective mailer-pack. Approximate premium value: \$6.95.

Hawkeye Flashfun Outfit. Includes camera, neck strap, film, batteries

and 6 flashbulbs, in attractive presentation box. Can be specially ordered in mailer-pack. Approximate premium value: \$9.

Hawkeye Flashfun Field Case. Makes an effective "bounce-back" offer. Comes in mailing envelope.

Other Kodak cameras for premium use from \$4.25 to several hundred dollars. Here's a sampling:



Brownie Starmeter Camera. Built-in meter shows proper settings for color snaps, color slides, black-and-whites. Camera, \$21.95 . . . outfit, \$27.50.



Brownie 8 Movie Camera, f/2.7. Dependable precision movie camera. Just set exposure dial, aim and press button for exciting, lifelike movies in color. Camera, \$26.95 . . . kit, \$34.75.



Kodak Motormatic 35 Camera. Most automatic of the 35mm automatics! Camera winds film, sets exposure automatically, makes own flash settings. Camera, \$109.50.



Kodak Automatic 8 Movie Camera. Built-in electric eye automatically sets the fine f/1.6 lens. Built-in filter lets you use same color film indoors and out. Camera, \$49.95.

Prices shown are list, subject to change without notice, and are suggested prices only.

-----**EASTMAN KODAK COMPANY, Rochester 4, N.Y.**-----

EASTMAN KODAK COMPANY, Premium Sales Office, Rochester 4, N.Y.

Gentlemen: Please send me more details on promotion opportunities with Kodak premiums.

Name _____ Position _____

Company _____ Street _____

City _____ Zone _____ State _____

222-7

Kodak
TRADEMARK

To SELL in **AKRON**
only the **BEACON**
JOURNAL
can do the job!

HOW DO YOUR PRODUCTS RANK IN

AKRON?

OHIO

You'll find your
answer in the new

1960-1961 TOP TEN BRANDS

A personal Akron home interview Con-
sumer Inventory, consisting of 130
different categories with brand profiles
by income, age and number of persons
per household, is yours through your
nearest Story, Brooks & Finley office.



Here are the facts
about the AKRON BEACON JOURNAL area of influence

1½ BILLION DOLLAR MARKET
POPULATION 771,261 . . . FAMILIES 226,175

TOTAL BEACON JOURNAL CIRCULATION { DAILY.....167,704
CIRCULATION { SUNDAY...178,499

Plan your sales promotions in Akron's ONLY daily and Sunday newspaper and be sure your messages go home. ROP 1 color and black, 2 color and black and full color available Daily and Sunday. Rotogravure and Color Comics available on Sundays.

AKRON BEACON JOURNAL

"Ohio's Most Complete Newspaper"

JOHN S. KNIGHT, Publisher

Represented Nationally by STORY, BROOKS & FINLEY

—specifically Econ-O-Wash, he adds—will make 1961 "our biggest year." Sales may exceed \$125 million.

Product- and sales-creativity, Bob Quayle says, has kept Norge going, against vastly larger adversaries, in this period when frantic pressures, "loading" and promiscuous price-cutting have largely "destroyed the dealer structure of our industry." Norge and its distributors—virtually all of whom have remained loyal—are struggling to rebuild their dealer group.

Robert Quayle, age 47, joined Norge as executive v-p in October 1958, after two years as division merchandising manager of Montgomery Ward & Co., which is credited with \$400 million annual sales of "heavy goods." Before that, for two decades he held merchandising and buying posts with Sears, Roebuck & Co., in Chicago and Toronto. Among other chores, Quayle directed the Canadian introduction of Sears' "heavy goods" line through its Simpson-Sears affiliate.

In one address to Norge's 89 appliance distributors, he noted that "the basic problem confronting both Sears and Norge is one of communication." With Norge, however, the problem may be even harder: Sears talks to employees; Norge must "communicate its marketing strategy to the dealers through distributors." All of these individuals are independent businessmen.

► Quayle told the distributors: "With our factories running, our warehouses filled, our advertising scheduled, we must ask you to run with our plans. (A poor plan well carried out is better than a good plan emasculated.) When our plans have gone awry, usually it has been because we were unable to explain them satisfactorily to you. . . .

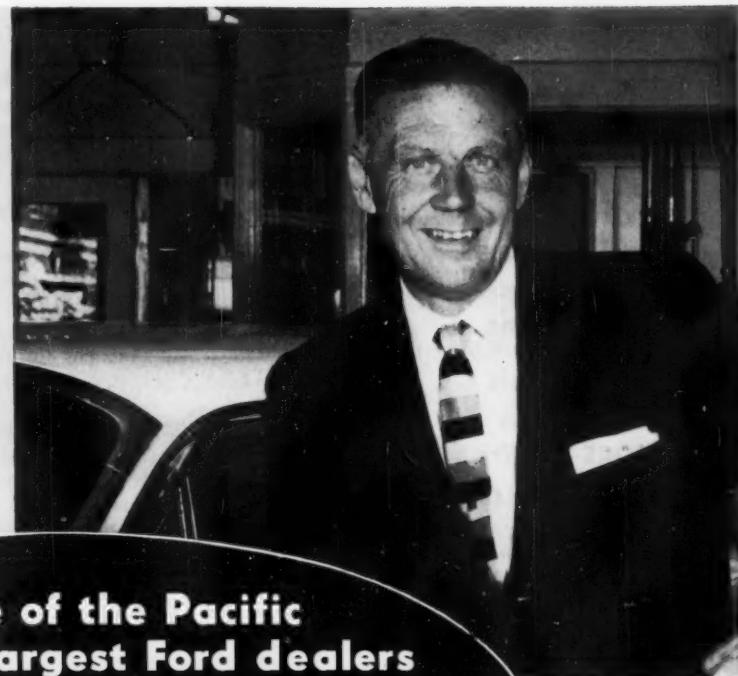
"We are increasingly concerned about the length of time it takes to convince our distributors." He cited as an example a "freezer plan that produced a 268% increase in our business"—despite the fact that "only a few distributorships" worked on it.

Norge will see to it that distributors have more "hot merchandise" to market. In the last two years its investments in product research and development have been stepped up 50%.

Robert Quayle believes that "American industry has not done nearly enough basic research. Half of all of it still is in the hands of just three companies—Bell System, General Electric and Westinghouse. Now Norge is

"95% OF OUR TRUCK SALES AND OVER 40% OF OUR AUTO SALES are made to people living outside Spokane. These sales figures, plus the return of ad coupons by people living throughout the Spokane Market, prove conclusively that advertising placed in The Spokesman-Review and Spokane Daily Chronicle reaches prospects throughout the entire 36-county Spokane Market."

Chud Wendle, president
STODDARD-WENDLE MOTORS
Spokane, Washington



Heart of the
Pacific Northwest

**How one of the Pacific
Northwest's largest Ford dealers
SELLS a Million - Billion Market
that's
4 TIMES AS BIG AS
METRO SPOKANE**



The fact that businessmen like Chud Wendle make a significant percentage of sales to people outside of Spokane proves the Spokane Market is **one big exception to the metro concept of measuring a market.**

It's a 36-county market . . . separated from other trading areas by towering mountains and great distances . . . united by common interests. Its 1.1 million people consider Spokane their "Big City". Their \$2.1 billion income and \$1.4 billion retail sales make the Spokane Market 4 times as big as its metro area.

Too big to omit . . . too far "inland" to sell with coastal dailies published 300 miles west of Spokane, the Spokane Market can be sold effectively only from Spokane with The Spokesman-Review and Spokane Daily Chronicle. Together these two big dailies reach approximately 50% of the families in the FULL 36-

county Spokane Market; 70% of the families in Spokane's big 24-county Retail Trading Zone;^{*} and over 90% of the families in Metropolitan Spokane.

No sales job in the Pacific Northwest is complete until the Million-Billion Spokane Market is sold with an advertising schedule in The Spokesman-Review and Spokane Daily Chronicle.

*24 counties. Latest data, with exception of circulation, unavailable for parts of counties as defined by A.B.C.

**Any Way You Measure the Spokane Market, it's
4 Times as Big as Metro Spokane!**

	Metropolitan Spokane	36-County Spokane Market
Population	282,000	1,119,500
Net Income	\$594,973,000	\$2,166,306,000
Retail Sales	\$381,133,000	\$1,444,787,000

Source: Sales Management, "Survey of Buying Power," May 10, 1961

**THE SPOKESMAN-REVIEW
SPOKANE DAILY CHRONICLE**

Advertising representatives: Cresmer & Woodward, Inc. Sunday Spokesman-Review carries Metro Sunday comics and This Week magazine.

Cover
the Inland Empire
like
the sunshine

It's 2 to 1

in fast-service
eating places,
twice-the-turnover
per seat means...

**MORE Meals
MORE Sales
MORE Profits**

NO MATTER WHAT YOU CALL THEM

Coffee Shops
Confectionery Stores
Counter Restaurants
Department Stores
Diners
Drive-Ins
Drug Stores
Fountain Restaurants
Industrial Cafeterias
Luncheonettes
Sandwich Shops
Variety Stores

NO MATTER WHERE YOU FIND THEM

Airports
Bus Terminals
Railroad Stations
Main Streets
Main Highways
In Industry

**THEY ALL HAVE
ONE THING IN COMMON—**

FAST SERVICE

To effectively reach this
specialized market specify
FAST FOOD
for an advertising schedule



FAST FOOD

magazine

630 THIRD AVE.
NEW YORK 17, N.Y.



going 'basic,' with Borg-Warner's help. . . ."

More company presidents, Quayle emphasizes, should plan and organize today for more and more effective selling tomorrow. They should do more than just put out brush fires—or light brush fires under lazy, lagging distributors:

"Just as some companies have begun to put basic, long-term research to work to create really different and worthwhile products tomorrow, we've got to do more basic thinking to develop promotional programs that start—and keep—consumers buying.

"Consumers will prove their faith in American products and America's growth—they will prove it in cash and with reasonable time payments . . . when we come up with the stuff and the salesmanship to convince them."



RUSSELL DEYOUNG
Goodyear Tire & Rubber Co.

► As the first recipient of a Silver Scepter award, as "Market-Maker of the Year—1959," National Business Publications picked a "non-salesman": Russell DeYoung, president of Goodyear Tire & Rubber Co., Akron.

DeYoung's only listed sales experience was as part of Goodyear's "production squadron" training program, three decades ago, in which he won top honors and the personal interest of the company's long-time leader, P. W. Litchfield.

But though he advanced primarily through production, DeYoung points out that "I've been concerned—increasingly—with sales." Goodyear's world-wide growth over 63 years to \$1.6-billion annual volume has been spurred by continual "cross-needling": The marketers want ever-better products to sell at competitive prices. The

producers tell them that the more they sell the more costs can be reduced.

The role of the production people in expanding the company's market and volume was dramatized a decade ago when DeYoung was v-p for production—the sales department presented him with a "big needle" award.

The man is mild-mannered. But he admits that he "can be tough with our marketing managers." As president, since 1958, he has kept that formidable needle handy.

For 45 years Goodyear has sold more tires than any of its 1,500 rivals. For 35 years it has led the rubber industry in sales of all products. Today Goodyear outsells Firestone by about \$400 million and U.S. Rubber by about \$600 million. Goodyear's volume continues to be twice as large as that of B. F. Goodrich and General Tire & Rubber. And it now has \$1 billion in assets to throw into the fight.

Goodyear has won each annual battle, DeYoung emphasizes, on ability to "sell and sell, earn and reinvest, and then sell and sell that much more. . . . We're always in a 'recession.' We're always fighting for business—everywhere. Ours is the toughest competitive field I can imagine."

► Currently the company's sales abroad are growing twice as fast as in the U.S. Foreign sales account for 25% of total volume and nearly 30% of the \$71-million net profit.

Edwin J. Thomas, board chairman, age 62, is chief executive officer. But President DeYoung, age 52, is directly responsible for production, sales and other functions of the tire and seven other U.S. product divisions.

Goodyear's gearing-for-sales is illustrated by the fact that, of the two executive v-p's, one of them, Victor Holt, Jr., guides this big, broad function. (The other, Howard L. Hyde, is in charge of law and finance.) Of seven other v-p's among executive officers, O. E. Miles and C. C. Gibson direct, respectively, trade and automotive tire sales. Still other v-p's are for "Detroit" and Western Division sales. Product division and subsidiary heads, here and abroad, of course, get in a lot of selling, too.

Around the world Goodyear tire products are sold through an estimated 100,000 outlets, of which 70,000 are in the U.S. But the bulk of domestic tire volume is probably done by 12,000 dealers and the company's

(continued on page 86)



She may
get the
message
here,
but...



your ads in the Yellow Pages sell her when she's ready to buy

When you make your advertising campaign complete with National Yellow Pages Service, you're likely to complete more sales, too! That's because your NYPS advertising will reach your prospects at that decisive moment — when they're ready to buy. It'll get to them . . . drive home your selling message . . . guide their buying decision.

And to help you reach and *sell* your precise market with no waste, you can choose any combination of over

4,000 different Yellow Pages directories. All with one contact, one contract, one monthly bill. For further details on how you can make your advertising go further, contact your National Yellow Pages Service representative through your Bell Telephone Business Office.

ONE CONTACT/ONE CONTRACT/ONE MONTHLY BILL



WHERE WOULD YOU RUN THIS AD?

EDITORIAL

READERS

EMPHASIS

You're advertising to the all-industry market. Your campaign theme is **application and use** of your equipment.

In which all-industry publication will these ads work best?

There are three of them—all directed to “all industry”—primarily manufacturing. All are directed to

individuals in “plant operating” functions. But only one offers your advertising the powerful advantage of a compatible editorial climate that *preconditions* the readers for your *application and use* sales approach.

Can you identify them from the brief description shown? Which one would you pick for your “applications and use” campaign? First read the descriptions of all three. Then lift tape at bottom of page.

PUBLICATION A?

Management approach to plant operations on — personnel, methods and plant ideas on an administrative-management basis.

A wide group of individuals who administrate operation of a plant. Those in personnel/cost/production/inventory control as well as manufacturing and maintenance. Not necessarily high up in management but a broad base across administrative and operating management.

Administrative type editorial reporting of plant and equipment trends, on a paperwork dollars and cents approach. Management editorial covering personnel, buildings and methods areas, as opposed to emphasis on engineering and technical equipment. More on ideas, trends and management techniques.

PUBLICATION B?

Technical approach to plant operations on—equipment and facilities on a how-to-apply-and-use basis.

A concentrated group of individuals who direct the operations of a plant. Those directly in charge of manufacturing and maintenance...with engineering and managerial responsibility over equipment, materials, methods and systems used throughout the plant.

Applications engineering type editorial reporting on applying and using equipment, materials, methods and engineered systems in operation and maintenance of a manufacturing plant. More engineered systems editorial incorporating related equipment and products as opposed to straight product reporting.

PUBLICATION C?

Technical approach to plant operations on — structures and facilities on a how-to-install-and-maintain basis.

A narrow group of individuals who assist in the operations of a plant. Those in engineering of buildings, yards, facilities, housekeeping, maintenance. Not necessarily in application-and-use engineering, such as manufacturing production, industrial engineering or plant operating management.

Facilities engineering type editorial reporting primarily on construction, installation and maintenance of — buildings — services — equipment — in that order of importance. More product type editorial reporting as opposed to materials, equipment, methods and systems engineered for use in all operations of the plant.

LIFT

**YOUR ADVERTISING
IS MOST EFFECTIVE**

**... in a matching editorial climate
... with related editorial emphasis
... among readers with power to
buy your kind of products**

You're advertising to the all-industry market. Your campaign theme is **application and use** of your equipment.

In which all-industry publication will these ads work best?

There are three of them—all directed to “all industry”—primarily manufacturing. All are directed to

individuals in “plant operating” functions. But only one offers your advertising the powerful advantage of a compatible editorial climate that *preconditions* the readers for your *application and use* sales approach.

Can you identify them from the brief description shown? Which one would you pick for your “applications and use” campaign? First read the descriptions of all three. *Then lift tape at bottom of page.*

PUBLICATION A?

Management approach to plant operations on — personnel, methods and plant ideas on an administrative-management basis.

A wide group of individuals who administrate operation of a plant. Those in personnel/cost/production/inventory control as well as manufacturing and maintenance. Not necessarily high up in management but a broad base across administrative and operating management.

Administrative type editorial reporting of plant and equipment trends, on a paperwork dollars and cents approach. Management editorial covering personnel, buildings and methods areas, as opposed to emphasis on engineering and technical equipment. More on ideas, trends and management techniques.

PUBLICATION B?

Technical approach to plant operations on—equipment and facilities on a how-to-apply-and-use basis.

A concentrated group of individuals who direct the operations of a plant. Those directly in charge of manufacturing and maintenance...with engineering and managerial responsibility over equipment, materials, methods and systems used throughout the plant.

Applications engineering type editorial reporting on applying and using equipment, materials, methods and engineered systems in operation and maintenance of a manufacturing plant. More engineered systems editorial incorporating related equipment and products as opposed to straight product reporting.

PUBLICATION C?

Technical approach to plant operations on — structures and facilities on a how-to-install-and-maintain basis.

A narrow group of individuals who assist in the operations of a plant. Those in engineering of buildings, yards, facilities, housekeeping, maintenance. Not necessarily in application-and-use engineering, such as manufacturing production, industrial engineering or plant operating management.

Facilities engineering type editorial reporting primarily on construction, installation and maintenance of — buildings — services — equipment — in that order of importance. More product type editorial reporting as opposed to materials, equipment, methods and systems engineered for use in all operations of the plant.

ANSWER: Of the 992 sales and advertising professionals who identified publications in a recent survey* using similar definitions, 564 — 57% named publication B as, **MILL & FACTORY**.

If your equipment is “technical” you need the compatibility of **MILL & FACTORY**'s engineering

type editorial. It reports on the application and use of equipment, materials, methods and engineered systems in the operation and maintenance of a manufacturing plant. **MILL & FACTORY** IS the publication where **equipment application and maintenance advertising works best**.

*Conducted by Ross-Federal Corp. Copy on request.

own 600 stores. These Goodyear "department stores" carry a wide line of home-and-family hard goods, as well as automotive products. Placed in markets where strong dealers are not available, they serve both as models for independent dealers and as training grounds for the company's marketing managers.

DeYoung spends about one-third of his time on the road, sometimes being away for a month at a time. Though in the process he reaches a lot of Goodyear's 60 plants, he adds, "I'm always seeing customers. And wherever I go, I try to sneak into one of our own stores."

"Recently, in Atlanta, I prowled around one of our new stores in a shopping center. I talked with the salesman about business conditions and about his problems. . . . At this store the manager was out attending a sales meeting."

"Always, at dealers' and at our own stores, I give them my card — but only after we've talked and I've looked around. Usually the dealer or manager seems pleased that someone from headquarters is interested in him. Whatever suggestions I may have I make to the home office. It's

best to go through channels."

According to its president, the No. 1 management responsibility at Goodyear is selling. Part of this big job is service, supply and keeping the many millions of customers sold. He answers every complaint addressed to him, and sees that it is followed up. "Almost always," he explains, "we find that the complaint arose from a misunderstanding."

In large letters over the door to DeYoung's office is the line: "We must protect our good name." Quality has long been a mania at Goodyear. It is the subject of monthly meetings of 50 key people in all functions, including the executive v-p for sales. And every day it is instilled anew into all 100,000 employees.

Management supports sales, DeYoung explains, by "developing a product that out-performs competitors"; by delivering it at the right time and place and in the right quantity; by making sure that the factory produces it well and at low cost, and that the purchasing department buys materials for it at reasonable cost."

His ideal of the "logistics of supply" is to have "a warehouse in every customer's back yard."

He carries with him "a little yellow book listing all the products we're working on — what we want, what probably will be scheduled for five years or more ahead. We're concerned both with improving present and scheduled products and with pure research that may open up whole new product areas."

The management ties them into long-term sales targets. In 1960 Goodyear's volume declined less than 2%. For 1961 — despite the "automotive recession" — the goal is higher. In the U. S. this company now sells 30% of the whole industry's original-equipment tire volume and 20% of all tire replacements. Though sales of new cars and trucks are lower thus far in 1961, the number of vehicles on the road continues to grow. The longer people keep their old cars, the greater their need for replacement tires — on which the industry gets higher profit margins.

► Russell DeYoung "sells" Goodyear to its own people—as a good place to grow. He points out that, of 65 executive changes in the last three years, all but two of the posts were filled from within. Though the spread of the company into other industries and around the world has multiplied problems of "communication," he is sure that clear policies, consistently carried out, will keep Goodyear rolling ahead.



Third largest market in IOWA-ILLINOIS (ROCK ISLAND, MOLINE, E. MOLINE ILLINOIS, . . . DAVENPORT, IOWA) **\$591,548,000** worth of QUAD-CITY BUYING POWER

Buying power has moved up BIG in the Quad-Cities — third largest market in Iowa-Illinois. Quad-City hometown newspapers put you in touch with 100% of the 84,500 modern households . . . 272,400 people. This massive coverage delivers with it the time-tested impact it takes to sell the goods. Make the BIG buy the economical way — with Quad-City Newspapers. Total daily circulation in excess of 109,000.

DEFINITION	POPULATION ESTIMATES 1/1/61				RETAIL SALES - ESTIMATES 1960			
	Total (thous.)	Households (thous.)	C.S.U. (thous.)	Total E.B.I. (\$000)	Total (thous.)	Food (\$000)	Auto-motive (\$000)	Drug (\$000)
QUAD CITIES (Davenport Rock Island and Moline-East Moline area.)	272.4	84.5	93.9	591,548	359,286	79,344	55,783	13,707



Capr. 1961, Sales Management Survey of Buying Power; further reproductions not licensed.

THE COMPLETE COVERAGE MEDIUM OF THE MARKET **QUAD-CITY NEWSPAPERS**

DAVENPORT EVENING TIMES
DAVENPORT MORNING DEMOCRAT
Represented by Jann & Kelley, Inc.

MOLINE DISPATCH
ROCK ISLAND ARGUS
Represented by Allen-Klopp Co.



AVARD E. FULLER
Fuller Brush Co.

► The president of 55-year-old, \$111-million volume Fuller Brush Co., Hartford, emphasizes that "our business, predominantly, is sales. Our middle management has come primarily from the field sales organization, and we're planning to put field



*Sales Managers
tell us*

Financial Stability

*is important in the
carrier they choose*

Shippers "in the know" respect the fact that **D-C operates in the black!**

Businessmen know from experience that a financially healthy company is a good one to do business with. Selecting a bank or choosing a supplier, you look for careful management, progressive thinking, efficient operation.

When you invest valuable time and money in transporting raw materials or finished products, it makes equally good sense to entrust them to a successful carrier!

Last year, D-C again maintained an impressive operating ratio while moving more than a billion pounds of freight. That's why D-C has money to plow back into new

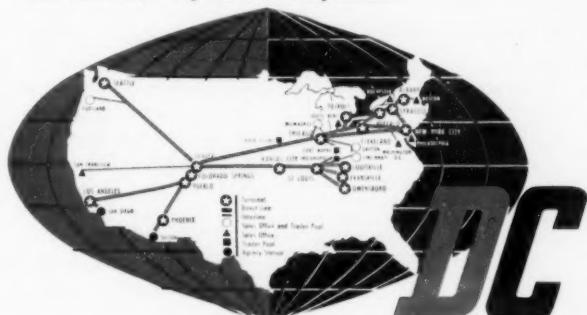
equipment, preventive maintenance, expanded terminal facilities.

With million dollar morale top to bottom and coast-to-coast, D-C specializes in service that benefits everyone. More daily schedules from 18 key cities. Less time on the road or in a terminal. It's the service you'll profit from when you choose the Dependable Carrier for your next shipments!

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*the ONLY
direct coast-to-coast
carrier!*



Mr. President:

It will pay you to review the DIVERSIFIED prosperous growing Allentown Market.

FIRST:

IN RETAIL SALES
PER FAMILY
IN PENNSYLVANIA

\$4,448*

TOTAL RETAIL SALES
\$232,258,000

Call

STORY, BROOKS & FINLEY INC.
For Full Information

THE MORNING CALL

EVENING CHRONICLE

SUNDAY CALL-CHRONICLE

ALLENTOWN, PENNA.

*A-B-E Metro Market 1961 Sales Management

The President as a Marketing Leader

"PRODUCT PLANNING—The president must not only support the necessary research programs, but he must encourage a certain amount of experimentation and new departures. If he forces his marketing people to hang their careers on the line every time something new is done, there will never be anything new. He must, therefore, personally share the responsibility for new products he believes in, and he must learn to believe in more than just the most absolutely sure-fire new products."

... see page 18

men into the top sales posts at headquarters.

"As for myself," says Avard E. Fuller, "I leave to others the production and financing functions—and I concentrate on sales. If necessary, we could buy our products outside. But always—every year and every day—we must go on building our own sales."

► Avard is the third Fuller to be president of the company. His father, Alfred C. Fuller, founder, continues to be chairman. Two years ago Avard was advanced from vice president on the death of his older brother, Howard, in an automobile accident.

Through long decades "the Fuller Brush man" (dealer) has personified what Alfred Fuller calls "creative selling" and "aggressiveness." Both Alfred and Howard had their full share of the latter quality. But Avard still admits to being "shy."

In his quiet way, however, he is organizing for the \$200-million volume to come in the next few years. Helping him to ride herd on the 6,500 door-to-door dealers are six district managers, 100 branch managers and 700 field sales managers. All of them work on commission—the managers getting overrides on the volume of their dealers. Thus, though the gross earnings of the average dealer are less than \$10,000, each of the district managers makes more than \$100,000.

Without hoopla, songfests or frenzied fanfare, everyone in the far-flung Fuller setup continuously stirs and stimulates the dealers to still greater endeavors.

► Steadily, too, the field managers must hire and train more and, if possible, better and more durable dealers. Turnover is high. And though the "Fuller Brush man" may seem to be knocking at every door, the president can see opportunities in the U.S. alone for three times as many dealers.

Alfred and Howard "dominated." But Avard works with and through groups. He listens to others' opinions before he decides. At the same time he seeks to organize and depurate.

After becoming president, Avard admitted that his father could "ride roughshod over the rest of us." Now, he says that "Dad exercises no veto power. He questions. But when I insist, I can get my own way."

Despite his strong, personal, day-and-night concern with sales, Avard Fuller guides the company as one

member of a triumvirate which, he explains, "acts in concert." The other two members are Ralph W. Carter, v-p and general sales manager, and Harold L. Hart, v-p and promotional sales manager.

The difference between these two functions is that Carter guides the whole field-selling operation, while Hart seeks new merchandise, directs packaging and, among other media, the 60 million annual copies of the Fuller Brush Magazine.

In triumvirate meetings, Avard Fuller explains, "I rarely have to veto. The others can persuade me. But as president I must make the final decisions."

For two years Avard has been busy rebuilding. Though reluctant to criticize his brother, he admits that "morale was low. Every dealer operated in his own way. We lacked systematic and standardized training. Despite intensified efforts, the number in our total dealer group was declining.

"We've changed that trend. Today, we have a record 6,500 dealers. One reason is that the branch managers now must recruit them personally."

► Avard was not "intended" to be president. He joined the company as a draftsman, and helped to design machines that reduced the cost of production. During World War II, under Howard, he went out into the field to keep dealers and their customers happy in the face of product shortages. At that time he did some door-to-door selling—and explaining. Then he returned to Hartford to develop the industrial division.

The presidency has cost Avard a lot of sleep. He admits that he's not "an idea man." But he thinks he is "a pretty good judge of people." When a field manager is in a critical spot, he strives personally to help him.

In the course of traveling about 40,000 miles a year, the president addresses all six district meetings. When he gets to the meeting in one of the manager's areas, he says, "I'll talk privately with him." He would much rather work to find ways to develop the man than fire him.

But Avard makes it clear that "I don't let 'situations' ride along. The loss or inadequacy of a key field manager can be felt down to the last dealer in a branch. I'll go out personally to deal with the situation before it gets too serious."

He knows all the branch managers



THE QUIET REVOLUTION

No battles...no gun fire...just the growl of a bulldozer clearing land for another group of suburban homes...the rumble of a cement mixer pouring the foundation for another giant shopping center...the march of moving vans taking America's money-making, know-what-they-want young families away from the cities.

Look around you wherever you live or work.

The crowded cities are becoming the territory of the old and rich and the very poor, a fortress of factories and offices. The growing families, the *buying* families have moved to the suburbs to raise their children.

What does this mean to your sales strategy?

It means that the past decade's selling rules for major urban markets may be obsolete if they omit *special emphasis* on the rich suburban segments and *special support* for your suburban dealers. More and more, successful retailers have followed their best customers from the cities to the suburban shopping centers with branch stores which in very many cases now account for a major portion of total sales in the market.

The success of **SUBURBIA TODAY** in the last three years has been a real barometer of this change. A brightly edited, colorful magazine designed to appeal to the above-average taste, **SUBURBIA TODAY** is distributed with 230 local newspapers in upper-income suburbs only. It offers the national advertiser an opportunity to strengthen his schedule by reaching over a million and a half suburban families often skipped by the urban concentration of mass media and metropolitan newspapers.

Are you winning customers and building sales in The Quiet Revolution?

Check with your agency. They'll agree that some accurate shots in the pages of **SUBURBIA TODAY** would be well aimed at both your most promising, growing market and your local retailers.

Incidentally, if you don't receive **SUBURBIA TODAY** in your local paper, drop us a line and we will be delighted to put you on our complimentary list. It's the sort of magazine you and your family would enjoy.

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Publisher

Patrick E. O'Rourke
Advertising Director
153 N. Michigan Avenue
Chicago 1, Illinois

Suburbia Today
THE MAGAZINE OF PLEASANT PLACES
153 North Michigan Avenue, Chicago 1, Illinois

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1. Population increase brings area to new high of 270,000. Third largest market in Iowa-Illinois. Among first 100 in U.S.A.
2. Employment reverses national trend with substantial gain. Now at 109,625.
3. Spendable income per family estimated at \$7001.

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QUAD-CITIES LARGEST COMBINED DAILY CIRCULATION
ROCK ISLAND ARGUS
and
MOLINE DISPATCH
REPRESENTED BY ALLEN-KLAPP CO.

personally and, "at least by sight," the 700 other field managers. But he admits to being "weak on names."

His talks at the meetings are primarily on recruiting: "I won't let our field managers insist on holding men. I tell them I don't give a damn about turnover. I want men who feel they must leave to do so with a good taste in their mouth for Fuller Brush Co."

He knows why dealers drop out: "Some of them simply aren't aggressive. Some lack the stamina to make the necessary 40 to 50 demonstrations a day. Some would rather not plod through snow or rain or heat to earn their family's bread. Some get lonely, and would rather make less money but be with people in a shop or office.

"And a lot of them, of course, are simply transients, glad to work hard, for a while, to make extra money.... In the time they are with us the transients actually produce more business per man than do our 2,500 regulars. But the veterans are the solid core of our business.

"I enjoy being with the men at a meeting," he continues, "and I enjoy looking back at a meeting. But I never look forward to one. After my prepared spiel is over (I've learned not to try to speak off-the-cuff because I always forgot too much that I'd intended to say), I like to have a drink with the boys."

The president also talks regularly to the 24 distribution managers. These men, who direct the company's warehouses across the country, he explains, "keep our dealers alive. Before the dealers can be paid for their orders, the distribution managers must get them out fast and right.... Our distribution system has long been good. But it's better now."

► The company itself has limited ownership. One-third of the stock is held by the Fuller family and nearly all the rest of it by managers and supervisors at Hartford. Now, Avard says, "branch managers will get stock."

Though sales rose by \$6 million in 1960, profits dipped. This year, however, he expects both sales and profits to be higher.

"Our products used to be overpriced. Now they are competitive. In fact, in recent months we've even introduced a 'loss leader.' This is a new-and-improved Fulbright floor wax. Though the company loses money on it, the dealers get full markup. Already this product has helped us to

increase both field manpower and average sales per dealer. Thus, in the long run, it will pay off for us, too."

Under Avard, Fuller Brush Co. is doing all right. And in these two years of "95% concentration on selling," Avard confides that "I have probably developed more than in any other two years of my life."



VINCENT C. ZIEGLER
Gillette Safety Razor Co.

► When you call Vincent Ziegler in Boston, Russell DeYoung in Akron, Avard Fuller in Hartford, Robert H. Quayle or William F. Crawford in Chicago, probably the secretary will answer:

"He isn't here. He's on the road."

Further questioning uncovers the fact that, on that particular day, Mr. President is in Portland, Ore., or Pensacola, Fla. — personally engaged in selling. He'll be working not only with his own field people but with distributors and dealers. Probably he is calling on stores, unattended and, incognito—before he makes his identity known he gets reactions to his company's policies, products and promotions. When he returns to headquarters, he takes steps personally to strengthen them.

In today's complex economic life, financial, legal and other "non-selling" functions press down on corporate managements. But presidents who are building strongly for today and tomorrow—the presidents, for instance, of Gillette Safety Razor and Goodyear, of Norge Appliances and Edward Valves and Fuller Brush—still make the time to personally capture, care for and cultivate customers.

These presidents devote from 25% to 95% of their working weeks to

active, personal sales development.

Then, after hours, they go out and do some selling.

One man would need nine lives to reach in person all the 650,000 U. S. retail outlets of Gillette Safety Razor Co. But despite the fact that the number of outlets continues to grow, and that, as president of this company since 1958, he must meet a lot of other problems, Vincent Charles Ziegler still spends 25% of his time on the road.

Were he to add to this the time he devotes to such things as sales planning and sales-executive development, or to advertising and sales promotion, the direct "marketing area" would consume the bulk of his man-hours.

Also to be added must be his concern with research and development of the products which the 125-man sales force will offer tomorrow.

► The "log" of a recent representative Ziegler month shows that: during Week No. 1 he worked with R&D in Boston on new products, saw a presentation of the advertising agency (Maxon, Inc., of Detroit), went to Montreal to coordinate Canadian Gillette with his U. S. operations, and lunched in Boston with key R&D and engineering people.

(Every three months Ziegler holds a meeting of principal executives of each of the nine departments — including sales and advertising. Continually, he stresses the need for stronger and clearer "communications.")

Week No. 2 found him calling on drug-wholesaler customers throughout the West, Southwest and Northwest. During Week No. 3, among other duties he attended a meeting on plans for the company's new \$7-million factory, construction of which has just started on an adjoining site in Boston, and worked on "seminars."

Gillette poses management and marketing problems for teams of "comers" in the company to solve. Similar seminars are held for promising young men in the manufacturing and controller's departments. The company is striving hard to build the size and caliber of its supply of middle-management material. "I keep track of everyone who, in the opinion of his department head, rates advancement," Ziegler explains. "From a group of 32 of these will come our executives of tomorrow. One of them will be president."

Each spring, at a 2-day meeting of



ACB Schedule Listings Tell

This service covers "National" newspaper advertising placed by your competitors. When the first ad breaks (no matter where) we'll spot it—and report it. No longer will competition start campaigns in remote cities—test

or otherwise—without your knowing about it. Tells where and when ad ran: supplementary reports list additional ads giving a record of entire schedule. With Linage & Cost Summary also supplied if desired.



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"THE INDUSTRIAL GIANT"

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\$7,711⁰⁰ per family per year \$6,898⁰⁰
—average for the nation—

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The McMurry Company
650 Russ Building
San Francisco 4, California

all key executives at the Lord Jeffrey hotel in Amherst, Mass., "we review each of our 32 prospects. (We may add a name or two.) Then, twice a year, I sit down with all of them in groups of four or five. We give each of them three years' training in marketing, manufacturing and 'controlling.'"

The president insists that "every department head, every year, spend some time in the field with our sales people. And for major promotions in all departments, actual sales experience is required."

During Week No. 4 of this "five-week month," Ziegler was busy with duties as a group chairman of Boston's United Fund.

And in Week No. 5 he was with Lou R. Maxon of Maxon, Inc., in Detroit, and later met with the Product Research group in Boston. Then he joined a Gillette sales manager in New York at a meeting of key executives of Metropolitan Tobacco Co.

After pre-World War II experience in advertising, for Dodge motor cars, and in sales with Hiram Walker, Inc., distiller, Vincent Ziegler joined Gillette in 1946 as assistant to the vice president for sales. He moved up from eastern division sales manager to sales vice president.

► Throughout the world today, Board Chairman Carl J. Gilbert can count 30 divisions and subsidiaries of The Gillette Co.—including Toni, Paper Mate, Gillette Laboratories and Harris Laboratories in the U.S. But nearly half of the worldwide volume, in all products, is done by the Safety Razor Co. in this country.

In the 15 years 1946-60 Gillette Company's sales more than quadrupled to a record \$224.7 million, while net profit nearly quadrupled to a record \$37.1 million. In the first quarter of 1961 both sales and profits gained nearly 20% more. Despite the rise of "wet" and then of "dry-shave" competitors, more than half of American males still start their day with Gillette.

"We intend to keep on growing faster than the market," says Ziegler. Though he will not reveal future sales-and-profit targets, he points out that the spring meetings of 17 key executives at Amherst also "review the last year and then look ten years ahead. Last March we made our projections for 1971—in terms of the probable

gross national product, disposable income and consumer expenditures. Our own growth trend has been close to all three of these factors. Currently, it is ahead of them. We intend to stretch the difference as much as we possibly can."

Gillette regards as a competitor "everyone with mass distribution who seeks point-of-purchase displays." Retailers appreciate the fact that in its own displays this company is broad-minded: "There's space on them," Vincent Ziegler says, "for four or five competitors' products—as well as our own."

► As eastern division sales manager from 1949 to 1951, Ziegler supervised a territory that reached from Maine to Florida. "In my first year," he remembers, "I called on 5,000 stores, at a 20-stores-a-day clip. I tried to learn from everyone. When I saw a girl in a New York store break her finger nails on one of our display cartons, I sold headquarters on easy-open cartons."

Among the various vice presidents under Ziegler in the Safety Razor Company today are William G. Salatich, for sales, and A. Craig Smith, for advertising.

The president emphasizes that he does not "interfere" in their jobs. "A lot of advertising copy and commercials go through that I don't even see," he says. But on at least one occasion the president has spawned a "theme."

Early in 1960 Gillette introduced a Super Blue blade which, it was convinced, was a real "breakthrough" in shaving ease. But by then superlatives for blades and every other type of product had labored so hard and long that Ziegler decided on a "restrained" approach. In all-text ads in large space in a wide list of newspapers, headlines said simply: "Gillette Offers a New Blade So Good It's Hard to Describe."

TV commercials were muted, too: Journalists told of their experience with Super Blues. To spread the word further, Gillette sent sample blades to leaders in business, communications, education and other fields.

Though annual sales targets are ever higher, Ziegler emphasizes that "we don't beat our salesmen over the head. We do try to arm them, on every sales call, with tools, information and ideas. Their job—and mine—is making more and better friends for Gillette." ♦

LMH



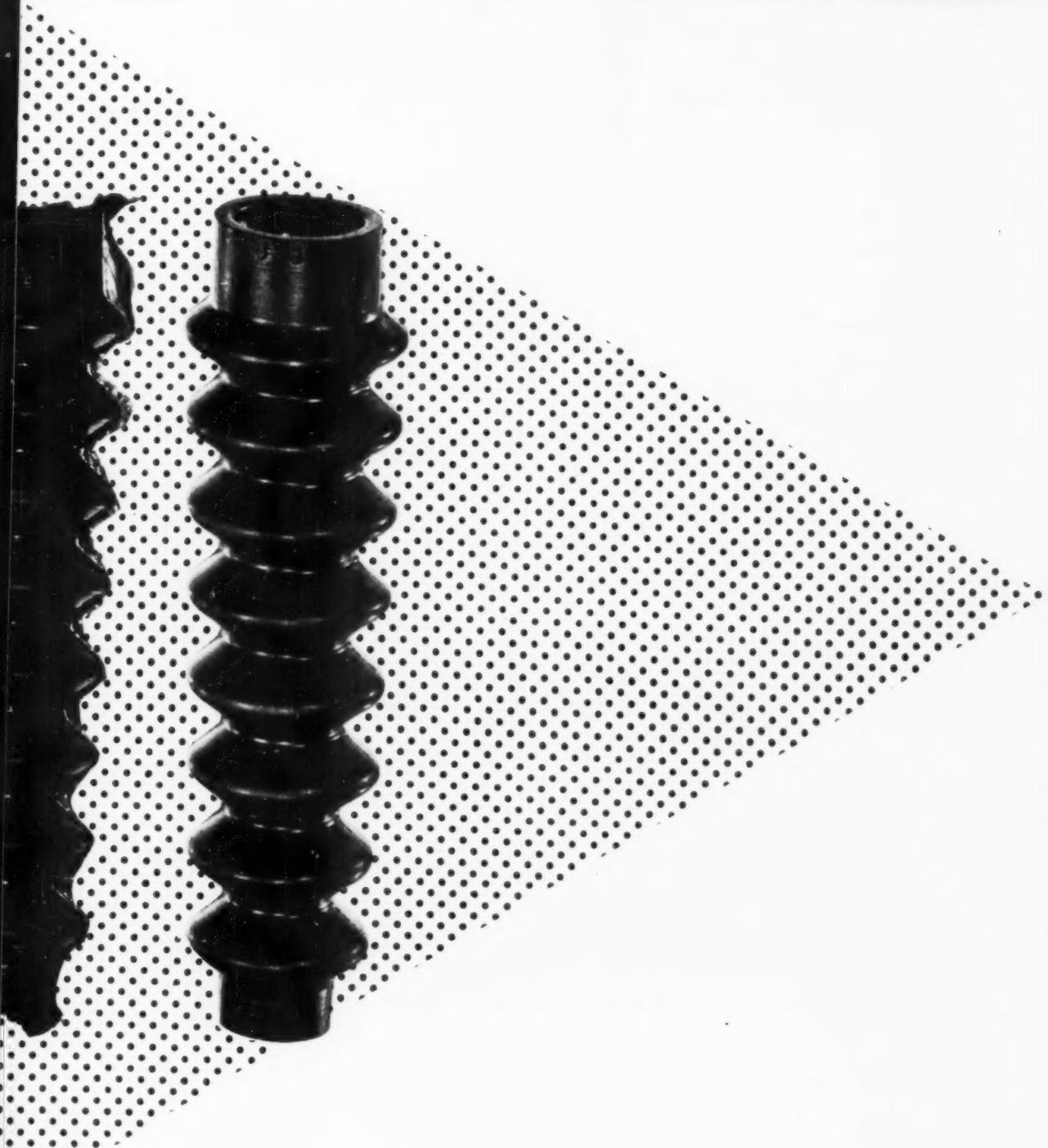
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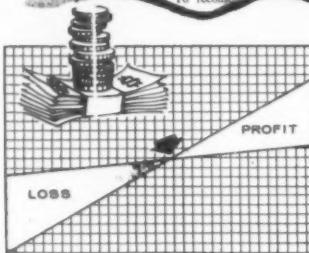


CAN THESE ARTICLES BE FROM THE



Silicone in surgery

1. To replace faulty heart valves.
2. To repair tears in the dura mater, the membrane which covers the brain.
3. To restore sight to hundreds of persons with detached retinae of the eye.
4. To save the lives or minds of thousands of babies with hydrocephalus, the all-too-familiar "water on the brain."
5. To repair tendons in crippled arms and legs.
6. To reconstruct disfigured bodies of



The BREAK EVEN POINT

By SPENCER A. TUCKER
Martin & Tucker, Little Neck, N. Y.

THE billion-dollar corporation and the small shop have entirely different ways but they share the same ...

Basically the break-even chart is paring sales and costs to find out the like the conventional method.

Yes! From RUBBER WORLD with its new, modern publishing concept

Today's rubber chemist is breaking out of his mold

The rubber chemist can no longer be confined strictly to technical compounding. The rubber business is moving too fast. He's a trouble-shooter and advisor to production departments. He's now involved in management decisions on efficiency, materials handling, personnel training, new fields for company expansion—all in addition to keeping up with rapid advances in new materials and techniques. He's no longer a chemist, he's a chemist/executive.

Available Synthetic Rubber Latices

A complete list of synthetic rubber latices available in the United States and Canada including Acrylic, SBR, CR, Fluorocarbon, IR, and NBR types for use in the rubber, textile, paint, paper and adhesive industries

CONTINUING the series of publications of presently available rubbers and resins, we are very pleased to be presenting this month this list of latices. Many requests for this information have been received, and we are happy to provide it.

A major problem with lists of latices is the extremely large number of changes which take place between the time we receive the latest information from suppliers and the time that it appears in print. We hope, however, that this list will be useful as a guide to the grades available and serve as a guide for adding new grades as they become available.

The names of the manufacturers make it easier

ABBREVIATIONS FOR SYNTHETIC RUBBER LATICES

Abbrev.	Description
A1	Acrylic
A2	Acrylonitrile Copolymer
AN	Acrylonitrile
BR	Buna
CR	Thermoplastic Rubber
IR	Infrared
AN	Acrylonitrile
NBR	Nitrile Butadiene Styrene

Conveyor

Make gains in passenger

A special RUBBER W

By STUART V. ADDO

USE of specialty rubbers, and new constructions have made inroads into specialized increase use in heavy haulin conveyor industry.

Just recently, for example

Grumman has announced co

One Cause of

Poor Pigment Dispersion in Rubber

Adding acidic and basic ingredients together, such as stearic acid and zinc oxide, is shown to be a possible cause of formation of agglomerates

By C. A. CARLTON

J. M. Huber Corp., Berger, Tex.

we found that when zinc oxide and stearic added to crockery rubber at the same concentration was better in some types of rubber. The stearic mixed of NBR (nitrile) and mixed IRB gave better dispersion than either IR (butyl) and oil extended IRB. Use of the IR (butyl) and oil extended IRB, however, to insure satisfactory dispersion of the additives, did not give as good results.

Effect of Gel and Structure on the Properties of Cis-1,4 Polyisoprene¹

Synthetic cis-1,4 polyisoprene made so as to have high molecular weight, relatively loose gel, and not over 5% 3,4 structure equals Neoprene rubber in both raw and vulcanized properties

By C. F. GIBBS, S. E. HORNE, JR., J. H. MACEY, and H. TUCKER
B. F. Goodrich Co. Research Center, Brecksville, O.

The properties of the resultant polymer are influenced by plasticity, the anti-gel relationship, and deporture from pentadiene.

Polymerization
A 25% reaction product of TiCl₄ and

So technical information is no longer enough for today's chemist/executive. He must know everything that's going on that may affect his industry.

Today's RUBBER WORLD meets and anticipates the rubber chemist/executive's information needs

It has a new publishing concept: to explore and report the full range of the rubber chemist/executive's information needs...to inquire into management techniques, into other industries that offer solutions to rubber industry problems.

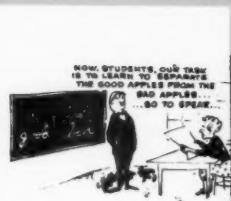
AME MAGAZINE?

into New Fields

and processing, mail and baggage handling

Manufacturers Association, Inc., report. However, development of solid-woven carcass belting, which is simpler to manufacture than the present multi-ply belts, may encourage entry of new firms into the field.

At present, however, of the major tire companies, Goodyear's Big Four, Goodrich, and U. S. Rubber; and Michelin Rubber Division, are the three main manufacturers.



Training Inspectors for Quality Control

A VARIETY of plans may be set up to train personnel for a quality-control program. Which one is best suited to a particular company depends on the jobs to be filled in carrying on the quality-control program. This in turn depends on both the long-term and short-term objectives of the program and the plan devised

duties rapidly and well with a minimum of supervision. An inspector must know quality-control procedures, must understand and properly interpret quality standards, must use measuring equipment, must keep accurate records, and must report production of off-standard materials so that corrective action can be taken.

completing such a
of responsibility as
that the inspector
in addition, the inspec-

Chemistry of Carbon Black In Rubber Reinforcement¹

Demonstrated that combined oxygen on the surface of carbon black plays relatively minor role in the chemical effect of carbon black upon rubber reinforcement; the nature of the carbon surface itself plays the major role.

By C. W. SWITZER, K. A. BURGESS, and F. LYON

Columbia Carbon Co. Research Laboratories, Princeton, N. J.

and basic properties of carbon black by pH measurements and correlated pH with cure rate, as shown in Figure 1. This work was one of the first attempts to rationalize the effect of carbon black surface chemistry on rubber reinforcement, and the studies indicated that the chemistry of the carbon black surface could play a significant role in the behavior of carbon-black compounds. This makes the further work in this

At the same time, RUBBER WORLD continues to report fully the technical developments in the rubber industry. But with a difference!

Edited for quick absorption

Today's RUBBER WORLD is a fast-reading, interestingly-written magazine. It has been restyled with a fresh, modern, clean-cut look designed to save the reader time while it exposes him to its full range of articles and features.

RUBBER WORLD's experienced staff is a balanced team of skilled journalists and skilled technologists—editors who know how to recognize topics of vital interest to the in-

dustry...who know how to go out after a story, dig out all of its implications, and turn out a thought-provoking, helpful article.

Sparks great interest, heavier reader-traffic

Today's RUBBER WORLD goes far beyond the "technical society" magazines—which serve mainly as repositories for technical papers. RUBBER WORLD covers this specialized area, too, but it also has the added interest and traffic generated by the skillful handling of technical news and broad industrial subjects.

More eyes more often on your ads

In today's RUBBER WORLD you can expect greater readership *all the way through the magazine*.

Solidly written interpretive articles on foreign news, industrial news, and legislative and market developments make every page of RUBBER WORLD a heavy-traffic page.

It has the kind of editorial excitement and reader incitement that carries over to your ads, gives them greater exposure, lets them work harder than they've ever worked before.

You'll find it all in the new RUBBER WORLD. Take another look at it today and ask yourself if you don't want a larger share of this new surge of interest through a larger advertising program.

RUBBER WORLD

A BILL BROTHERS PUBLICATION

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SUtter 1-1060

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HUbbard 3-5308

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Chicago 1, Illinois
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RUBBER WORLD

A BILL BROTHERS PUBLICATION

A 5 Point Plan for Profit-Oriented Advertising

By JOSEPH F. ANDERSON
*Advertising Manager, Dictaphone Corp.**

Advertising is big business—a well-known fact. But look at it another way:

- In many companies the annual advertising budget is the largest marketing expenditure.

- In some firms the amount spent for advertising is close to the annual net profit.

- In others the advertising budget exceeds dividend payments to stockholders by a two-to-one margin.

Because advertising is bigger than ever today, the much-discussed profit squeeze is exerting two strong pressures on the advertising budget.

First, marketing must make this operation more profitable by using all the cost-saving techniques common to other functions in the company. Second, management must plan this investment with greater professional skill so that advertising can help increase profits from goods sold.

This renewed interest in orienting

advertising to profits is translated into action in five ways. Not surprisingly, these prime ingredients of profit-oriented advertising are the commonsense essentials of almost every successful business operation. They are:

1. Understanding
2. Defining objectives
3. Determining how much to spend
4. Regular review
5. Discipline

1—Understanding

While almost all companies handle their advertising on a firm business-like basis, there is still a great deal of truth to a popular impression that existed not too long ago.

In those days the advertising manager and "those strangers from Madison Avenue" held forth in a corner of the executive floor. No one quite knew what they did, but the results were clever, unusual and surely productive. Top management often looked at the advertising budget with a controller's eye. The advertising manager padded his budget and took

all that the traffic would bear.

Then along came million-dollar budgets, 4-color bleeds, million-plus print runs, and television. The un-touchables began to hear such questions as "why can't we," "will it pay off," "can we use small space rather than full pages," "why do we have to spend so much for art work," and so forth.

Top management was beginning to look more deeply into advertising methods, and advertising began to look into itself. A major step was made in 1958 with the development by the Assn. of National Advertisers of its Advertising Management Guidebook series, a rich collection of practical examples pointing the way to better planning, better budgeting and better profits from advertising investments.

There is a saying in management circles regarding advertising that happily is fast disappearing from the scene. One still hears it once in a while, and it goes something like this: "I am no advertising expert, but . . ."

Today's top management, however, must be experts on marketing and ad-

* And Chairman, Advertising Administrative Control Committee, Assn. of National Advertisers.

BUSINESS OFFICES

ROBERT L. MILLER

Advertising Sales Manager

630 Third Ave., New York 17, N.Y.

YUKon 6-4800

JOHN P. GIUNTA

Eastern Sales Manager

WILLIAM T. BISSON

Midwest Sales Manager

163 West Exchange Street

Akron, Ohio

FRanklin 6-8187

RICHARD S. RAILTON

Representative

681 Market Street

San Francisco 5, Calif.

SUtter 1-1060

H. JAMES THACKER

Representative

The Thacker Company

1330 Wilshire Boulevard

Los Angeles 17, Calif.

HUbbard 3-5308

DON WALKER

Representative

333 North Michigan Avenue

Chicago 1, Illinois

STate 2-1266

RUBBER WORLD

A BILL BROTHERS PUBLICATION

A 5 Point Plan for Profit-Oriented Advertising

By JOSEPH F. ANDERSON
Advertising Manager, Dictaphone Corp.*

Advertising is big business—a well-known fact. But look at it another way:

- In many companies the annual advertising budget is the largest marketing expenditure.
- In some firms the amount spent for advertising is close to the annual net profit.
- In others the advertising budget exceeds dividend payments to stockholders by a two-to-one margin.

Because advertising is bigger than ever today, the much-discussed profit squeeze is exerting two strong pressures on the advertising budget.

First, marketing must make this operation more profitable by using all the cost-saving techniques common to other functions in the company. Second, management must plan this investment with greater professional skill so that advertising can help increase profits from goods sold.

This renewed interest in orienting

advertising to profits is translated into action in five ways. Not surprisingly, these prime ingredients of profit-oriented advertising are the common-sense essentials of almost every successful business operation. They are:

1. Understanding
2. Defining objectives
3. Determining how much to spend
4. Regular review
5. Discipline

1—Understanding

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vertising if they are to properly criticize the advertising message and supervise the spending of the money. They can't just lean on that old crutch, and then proceed to rip apart an idea, even though it may sometimes be a poor one.

On the other side of the coin, advertising men must be management experts. William H. Burkhart, chairman of the board of Lever Brothers Co., observes that "the principal problem of advertising men is to understand the responsibilities of management. Only by doing this can they make their plans in such a way as to help management implement its programs and policies and attain its objectives."

So understanding means simply this: mutual agreement by top man-

agement and marketing management and its advertising associates of just what the money allocated to advertising can and should do for sales and profits.

And "top management" includes the members of the board, who also have a word in what is said in print, radio, TV or other media. Nothing can be more disheartening and more detrimental to profit-oriented advertising than one of the directors' phoning the president and presenting an uninformed critique on a commercial that has just appeared on television (one that might have cost \$12,000 to produce and is planned to repeat another 25 times).

The board of directors' role in advertising should be a welcome one to marketing management. But this role

requires a thorough understanding of the company's advertising strategy on the part of the directors.

Sidney Weinberg, senior partner of Goldman, Sachs & Co., probably has looked at more advertising budgets in the multi-million-dollar category than any other man. He currently sits on nine boards of directors, and of these five are well up among the hundred largest national advertisers. He says:

"Directors today are more familiar with advertising. Management helps orient us and we get advertising presentations. In one company, for example, directors see the advertising plans every quarter. We must spend for advertising in order to get more sales and profits, but we want the assurance that it will be spent wisely and safely." He further emphasizes that "directors are not necessarily specialists in advertising, but they do act on special advertising expenditures."

2—Defining Objectives

A prominent agency president once remarked that his firm spent a considerable amount of its clients' money for research. However, he pointed out that in the final analysis, when he looked at the campaigns, he picked the one that made his ears red.

Selecting advertising strategy by quickened heartbeat is getting to be as old-fashioned as flying by the seat of one's pants. It just can't be done profitably. It can't be done, that is, unless the creative effort is disciplined by a firm set of objectives.

Mel Baker, marketing manager for the Post Division of General Foods, points out that "the first thing the advertising product manager had better do is write down what his business objectives are for his product, both short- and long-term: next year, and five and ten years in the future. He would be well-advised to get his management's approval that these are sound, realistic, attainable objectives before he develops his plans."

From our earliest school days, all of us have been cautioned to put on paper just what we plan to do. We know it saves time, energy, and money. More importantly, it is appropriate self-discipline which always results in better advertising thinking.

Many of us reach for a solution before we have thought through what a problem really is. Charging off in all directions costs money.

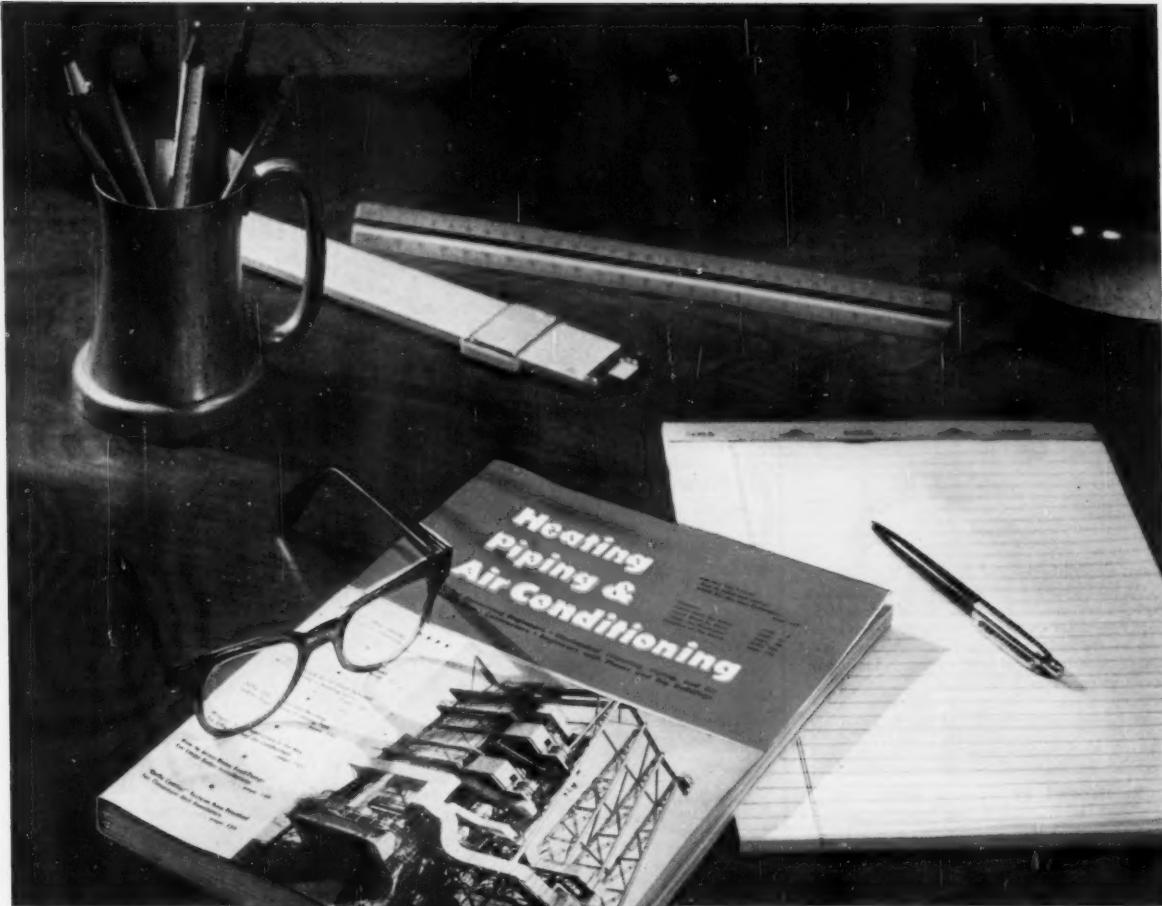
(continued on page 100)



The Journal-American scores heaviest in the New York evening newspaper field. With over 639,000 daily circulation, the Journal-American outscores the World-Telegram and Sun by over 160,000 and the Post by 295,000. In any league, that means more hitting power for advertising aimed at homes and families. Is your advertising popping up or hitting for the fence?

Journal American

Represented Nationally by Hearst Advertising Service Inc.



Your message..... *in the best possible atmosphere*

This is the one that sticks just to the services for which it is named and further confines itself solely to the industrial-big building field. No residential, no plumbing, no refrigeration!

This is the one that, because of its specialized, clearly focused editorial, has a unique appeal to ALL of the four purchase-control factors in this market: the consulting engineers, mechanical contractors, engineers with industrial plants, and engineers with large buildings. No gaps, no untouched bases!

This is the one that provides not just distribution for the sake of numbers but gives you provable, fully paid circulation of the decision-makers in your field. Each reader pays for it directly, individually, voluntarily.

And this is the one that, because of these distinguishing features, leads by over 2 to 1 in advertising volume, has more advertisers, and is used on an exclusive basis by more advertisers.

This is HEATING, PIPING & AIR CONDITIONING a Keeney publication,
6 N. Michigan, Chicago 2.



Greensboro IN THE TOP 20 IN TOTAL RETAIL SALES



Sales grow bigger and faster in the Greensboro metropolitan market—where retail sales have increased a hundred million dollars in just five short years. Schedule your advertising in the only medium with dominant coverage in this market and selling influence in over half of North Carolina.

Greensboro News and Record
GREENSBORO, NORTH CAROLINA

Represented by Jann & Kelley, Inc.

INSURE YOUR SALES FUTURE...

with W&A Customized Jewelry

- ★ Sales Campaign Awards
- ★ Staff Performance and Service Awards
- ★ Gifts for Special Occasions
- ★ Customer Good Will Gifts



Ask for 12 page booklet
WILLIAMS & ANDERSON CO.
Industrial Division
Emblem Manufacturers Since 1901
14 Third Street, Providence 6, R. I.

(continued from page 98)

The "see-what-you-can-come-up-with" approach to advertising must be wasteful. It produces waste at the agency, which must produce a variety of campaigns in the hope that one will be on target. More often, it brings about "compromise advertising," which is a direct result of non-objective, divergent opinions.

Everyone has objectives. But, what's required is a bit of shirt-sleeve effort to ferret them out and make certain that everyone is in agreement with them—and that they are consistent with the over-all marketing and company objectives.

3—How Much to Spend

More and more companies are learning to spend their advertising dollars in proportion to the task which they intend them to perform.

There can be no rule of thumb for most products, and most tasks are different. Sometimes, however, sales and advertising managers become irate because sums they assign to a project are whittled away. Profits just won't stand the expense.

Certainly the task method is an excellent one—the only expert way to plan effective advertising. But there must be a ceiling, and this is the ratio of money spent to merchandise sold. This does not necessarily have to cover a calendar-year period but can be over a shorter or longer period of time, depending on the product and the problem. On the other hand, as William Burkhardt of Lever Brothers pointed out recently, "Advertising budgets are not batting averages. Ratios of advertising to sales should go down as budgets go up."

Robert E. Kahl, vice president in charge of marketing of the Borden Co., has developed a profit-and-loss statement form for his marketing managers. In simple fashion it enables the manager to estimate profit potentials for a 5-year period. He points out that in one case "it was determined that with one product it would take an investment of \$4.5 million over a 5-year period before there would be any show of profit."

It is significant that in recent years the controllers of companies have been taking an increased interest in advertising. Many controllers have regularly attended meetings of the Assn. of National Advertisers. Through their understanding of advertising plans and objectives, controllers are

becoming more than just voices that say "no" over the telephone. It stands to reason that they belong in the advertising picture, and that they must understand what it is that marketing is trying to accomplish with advertising.

4—Review

Ideally, top management understands what advertising is all about. It has agreed upon the marketing objectives, and it has approved a sum of money to reach them. Now the task is squarely up to the marketing executive and his advertising manager, and it is here that stewardship is most meaningful to company profits.

No budget is a blank check. It doesn't mean that all the money must be spent. Every project, whether it costs \$20 or \$20,000, must be considered with care. Systematic purchasing techniques are paramount in importance and can enrich the budget measurably. Frequently objectives will change during the course of a year, and this requires frequent review.

At Dictaphone we have several systems of review. First, there is the authorization system for expenditures over \$500. When you ask the president to sign something involving that amount of money, it stands to reason that you are going to review and substantiate what you are doing.

In addition, a sales planning meeting is conducted every week by the president, the vice president for sales, and key department managers. At this meeting the advertising department regularly reviews current advertising plans. Frequent individual meetings are also conducted with various sales divisions.

5—Discipline

The last step in this primer for budgeting is discipline. The importance of this word cannot be stressed enough in every phase of the advertising operation. The advertiser must train himself to think about profit and apply the profit viewpoint to every single assignment. Of the entire advertising plan, this characteristic will perhaps bring the biggest dividends of all.

That winds up this 5-point plan. Nothing radical; much of it is being done by leading marketers. But it must be done better—if marketing is to continue to orient its advertising for greater profit. ♦



Is this the way to treat a man of vision?

We like to think of ourselves as men of vision, but there's an optometrist who disagrees.

Recently, we rejected his bid for a *Business Week* subscription. It's our policy, we explained, to solicit subscriptions *only* from management men.

Why? said he. If we can read his charts, why can't he read ours?

The reason is this. *Business Week* is edited only for those executives who really *need* sharp, clear images of the business scene. We just don't feel that optometrists (or others outside the focus of

management) can really profit from its contents.

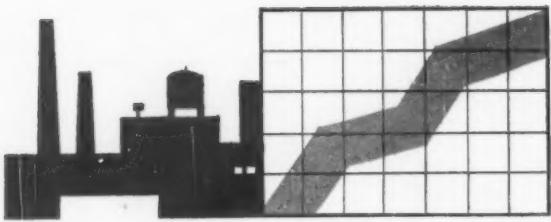
As they say in the ads, *Business Week's* audience is richer and more concentrated. That's why so many advertisers (of both business and consumer persuasion) use it regularly.

We hope our optometrist friends understand. We may have to change our glasses soon. In our business we have to be accurate.

You advertise in Business Week when you want to influence management men.



BUSINESS WEEK, A McGraw-Hill Magazine



Transition to a Marketing Company

(continued from page 38)

marketing management organization will be concerned with marketing. That the two will overlap and combine is inevitable. This will then create a marketing company—a company in which marketing is the major business and in which production is a supporting function.

It must be stressed that this will not happen overnight. And it won't be sudden, like an organizational firecracker going off.

But this theory does represent one way—a very probable way—in which the face of the typical corporation will change in the not-too-distant future.

It is true that in many companies today the marketing-minded president has as much as assumed the duties of director of marketing. This is fine, and will happen again and again. But even here, production represents the foundation on which the company is built.

What does happen to production in the marketing company of the future? Is it degraded, exiled completely from its position of importance?

On the contrary; in some ways it becomes more important than ever. Because it is still a physical function, representing the great majority of the company's capital investment and limited by technology and available funds as to just what it can be expected to accomplish, it does set the all-important bounds within which marketing must work.

Because of this it will be extremely important for manufacturing management to act dynamically and creatively, making fixed facilities flexible and providing marketing with as much freedom as possible.

The technology of production will change even more rapidly than now, and every change will be of more importance in a world where production will be one of marketing's few serious limitations. No, manufacturing will by no means be relegated to second-class status. But its problems

will be matters of operation rather than policy.

It is not too difficult to imagine what a product-producing marketing company would be like. Organizationally, it might almost be considered a regression from today's marketing-heavy setup.

In fact, the marketing department, as such, might even disappear. With the top executive officer acting as de facto director of marketing, such departments as marketing services, sales, administration, product development, production, and so on, would report directly to him.

He will be personally and intimately concerned with marketing planning, as is the director of marketing today. But the big difference is that in the marketing company the top-level corporate decisions, not just so-called marketing decisions, are all made in the light of these plans.

In many ways the changes will be subtle. They will involve a simple rearrangement of thought and decision-making processes. But even though they are not spectacular, they will be no less significant.

The important fact for consideration now is that every top executive, every day he makes decisions, is, in a sense, either speeding up or retarding his company's transition from the XYZ Mfg. Co. to the XYZ Mktg. Co. Whichever he does, he should at least be aware of the fact that he is doing it. If he chooses to try to keep things as they are for a little while longer, that is his business; he has made his choice. But his company may be an organizational oddity before too long. ♦

KMR

The President as a Marketing Leader

"SELLING—The president can and should help sell. His prestige as top man automatically makes him the star company salesman. He alone can sell on the proper level to the few biggest customers. But even more important is the fact that he cannot do a proper job of leading the company unless he knows what is going on at the selling front—the reasons people buy or do not buy, the demands they make, the complaints they have. And, as these things always change from year to year, past sales experience is not enough."

... see page 17



TV Guide works for peanuts
(PLANTERS)



... it also works for beverages
(SANKA)



... soap
(DIAL)



... cereals
(KELLOGG'S)



... meat
(ACME LANCASTER BRAND)



... crackers
(NABISCO)



... cake mixes
(PILLSBURY)



... desserts
(JELL-O)



... and what have you?



**Best-selling weekly magazine in America . . .
circulation guarantee 7,250,000**

TV GUIDE outsells all other weeklies and biweeklies combined wherever food is sold and reaches more young marrieds than any other magazine. You'll find it in 41,000 food stores . . . in nearly 3,000,000 grocery bags every week . . . and on more ad schedules every month!

Tomorrow's Demands for Marketing Talent

(continued from page 41)

alyses of competing industries.

5. A seemingly universal weakness of marketing researchers is that they become so enamored of the procedural aspects of the job that they fail to make a strong case for the points of real significance developed from their research findings. Training in structuring and presentation of written or oral research is needed.

6. Many of our operating businesses have limited marketing research manpower—often only one qualified professional. Consequently, major research projects usually require the services of outside marketing research firms. This means that the company marketing researcher must be trained in the effective use of such firms: when their use is appropriate; how to assess the resources, experience, and capabilities of firms available; how to deal with them; etc.

Product Planning—We are faced with growing a whole new crop of marketing people with the skills necessary to assume the product planning responsibility. We have to start in most instances with sufficient engineering skill to understand thoroughly the nature of the development and manufacture of a product or system, and then develop the necessary marketing skills to enable the engineer to think in terms of product features, competitive offerings, dynamic pricing, design for serviceability, etc.

The demands of the product planning job seem to require about four dimensions of skill:

1. Knowledge: It is important that a product planner have a knowledge of how a business operates, including an understanding of the dynamics of a business and of those influences which cause a business to change its course. The product planner must have a thorough knowledge of marketing, particularly marketing research and of sales and distribution work. This superman needs some knowledge of cost accounting, manufacturing processes, and operation research techniques. We can stretch the knowl-

edge category to include an awareness of the fields of economics and sociology, so that he will have the background to sense customer needs from social and economic environmental pressures.

2. Analytical Capability: Here we're talking about such skills as how to plan—the ability to analyze information and to derive creative and meaningful courses of action. (Where don't we need this in marketing and all functions these days?) The product planner should know how to evaluate and stimulate the contributions of his brother product-planning team members from engineering and manufacturing. Also, as in all other kinds of work, the abilities to speak effectively and to listen effectively are essential.

3. Leadership: This pertains not with managing other people but with integrating the work of others, in advancing on a particular team goal. The ability to operate with a team is very important; a rarer skill is the ability to lead others in the risk taking that is so necessary to get product leadership.

4. Experience: It's fairly axiomatic that the route to deftness and know-how in product planning lies in doing the job over a reasonable time span. Exceptions? Certainly, but the size of the product planning assignment, requiring wide business and marketing savvy, adds to a special need for seasoning in the "trade."

Our marketing education program is helping us grow competent product planners. We've held week-long educational seminars with product planning managers from each of our 100-plus operating departments. We've designed a Product Planning Course for use of the product planning people within the individual product departments, including key people from the other related functions. Literally hundreds have taken this program. (Incidentally, this course was designed and prepared with the help of prominent educators in the marketing field—one of many contributions from our

continued partnership). We have had to spoon-feed the recruits in this field and have a great deal more training work to do. As a look toward the sixties, there's no challenge greater to us than the identification and development of people for product planning work.

Advertising and Sales Promotion—The world of change which will make the job of the product planner, the marketing researcher and the salesman interesting in the sixties will have a big impact on advertising and sales promotion work. Consider—we've got a public that's looking for specialization of product. So instead of thinking in terms of three classes of cars (low, medium- and high-price) serving the needs of 75 million families, we'll have 25 classes. Instead of slicing the major appliance market in four segments (free-standing and built-in, original sale and renewal), we now see the need for possibly 15 cuts (appliances for apartment houses, for young people, for old people, for second homes, etc.).

What does this great proliferation of markets and products mean to communication? **Explosion!** Differentiated audiences must have differentiated messages exposed in differentiated media. Without this differentiation, look what happens when more products are poured through old channels (advertising media and distribution) to reach more people. Advertisers lock horns trying to outstate, outclaim and outshout all competitive offerings—"Mine's best, buy me!" Claims become excessive, and hence less credible; and as ad claims become less credible, advertising becomes less efficient and more costly.

It looks to me, then, as though product communication, as we know it now, is faced with pricing itself out of existence and with becoming so voluminous and overwhelming that it incurs the extreme resentment of the public. This problem, if unresolved, could spawn some kind of nationalization of Governmental control. Look what's happening in TV—look at the resentment building against commercials and programming. How long can this go on before someone says: "I'll fix it for you."

The challenge to advertising and sales promotion in the sixties is to find the new ways to get needed communications to customers and prospects—and to do this without weakening advertising until it's worthless, and with-

out aggravating potential buyers to the point of antipathy.

Marketing Administration — This function has moved from what admittedly was a "basket case" among our marketing work centers to one of the most exacting and challenging areas of marketing work. Here are just a few of the developments which require a whole new look at the training field.

1. **Marketing Automation**—Factories have been automating over the past ten years, and they have been phenomenally successful in minimizing the direct labor needed in fabricating the finished product. Marketing automation is here now. Since marketing is responsible for the transfer of the finished product from the factory to the customer, there is first the application of automated materials handling and warehousing equipment. However, the newest and most promising area is in information handling and intelligence systems. The tools here are data recording and storage equipment, computers, and data transmission. With these tools, infor-

mation can be recorded, stored, retrieved and presented to management, with minimum manual work, more quickly, and with infinitely greater vital information. Here the possibilities for better customer service, decreased lock-up in inventories, smoother production flow, etc., are enormous.

As a case in point, a system has been developed in which 50 field warehouses will report to their factories by wire, by means of a 5-part tape, the demands on and product flow through each warehouse. Two to three days' time is saved over mail communication, resulting in reduced inventory requirements, better customer service, and lower distribution costs.

2. **Distribution Planning and Management**—With the tools just mentioned it is possible to determine an optimum level of service to the customer—the design of a distribution system to serve customer requirements best. Inventory levels in the system are determined by policy decisions with respect to the level of customer

service which it is desired to establish and maintain. For instance, it is possible to determine the relative economies and essentiality of warehousing items in the immediate vicinity of the customer, or whether to use fewer warehousing points with deliveries to the customer by faster and more expensive forms of transportation—air express, for example.

The new technological requirements of this whole area of marketing work forecast the development of new skills and the day of what might be called the field of "marketing engineering." These new requirements mean that the marketing administration manager and the marketing manager of the future must understand and utilize, to a far greater degree than in the past, statistics, mathematics, and operations research and synthesis, since decisions invariably require a balancing of alternatives. We conduct seminars for our operating people to introduce them to latest developments in data processing and computer analysis. We are slowly developing a new kind of marketing profession.

Selling—In the selling field, the challenge of the sixties is most formidable. Here are just a few random snapshots of the nature of the selling job that lies ahead.

1. Customers for consumer goods products are becoming more knowledgeable and sophisticated in their buying. Result: they are less susceptible to high pressure and palaver, and are sharper in determining true value.

2. A substantial increase in discretionary income will permit customers to range over a broader field. Their happy choice: buying things vs. buying experiences.

3. Trends toward mass merchandising—product packaging innovations, retail self-service, strong pull-through advertising, etc.—will expand further in the consumer goods markets. This may well result in a lowering of the efforts at the retail level for these products. At the same time, however, a much more skillful and ingenious salesman will be required in selling to the channels of distribution.

4. In industrial goods, the trend toward more complex equipment will continue. Customer buying decisions will tend to be of a longer-term nature, less reversible, and more of a business risk because of the unprece-



Big
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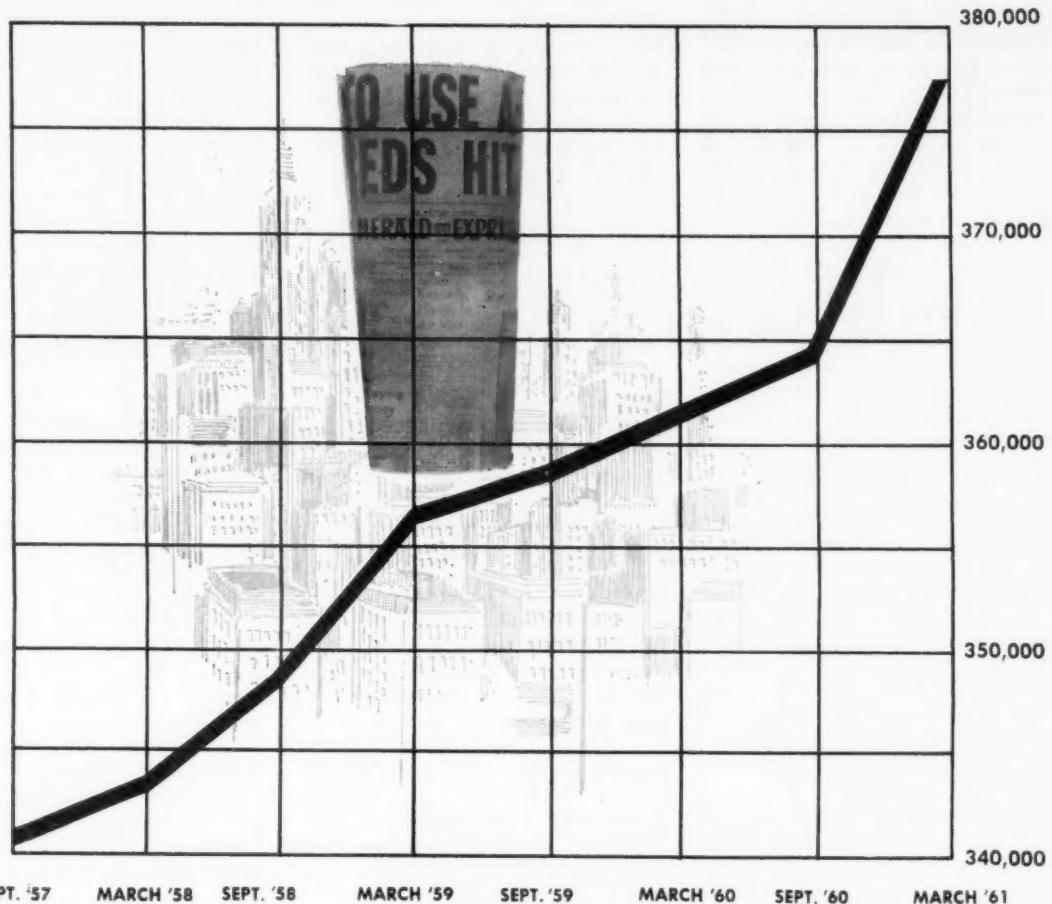
FIRST
in ILLINOIS
in
Population
and
Sales
Inside
Chicago

**... AND STILL GROWING
FASTEAST IN ILLINOIS!
REMARKABLE ROCKFORD**

Remarkable Rockford is a city on the move! Another new bridge is being built to move the in-town traffic. No wonder. There are better than 95,000 motor vehicles registered in Rockford's metropolitan area — about 1.5 per family. These families have money to spend for your product (they buy more than any other city in Illinois, outside Chicago).

Reach them easily, effectively, profitably through the . . .

**ROCKFORD
MORNING STAR &
Register-Republic**



Publishers' Statements to the Audit Bureau of Circulations for the six months ended March 31, 1961, confirm this newspaper's position as the second largest daily—morning or evening—in America's second largest market and the largest evening newspaper in Western America!

Herald-Express reader families constitute a "city" larger than the 1,096,500 population of Pittsburgh and Cincinnati combined! Are you adequately covering this market which has an EBI in excess of 2½ Billion Dollars?

Source: Sales Management Survey of Buying Power, Copr. 1961

REPRESENTED NATIONALLY BY MOLONEY, REGAN & SCHMITT, INC.

NOW
**NO. 2 DAILY
 NEWSPAPER
 IN AMERICA'S
 NO. 2 MARKET
 378,613**

NET PAID CIRCULATION
Publisher's Statement, 6 mos. ended 3.3.61

Los Angeles Evening
HERALD-EXPRESS
Largest Evening Newspaper in Western America

dented and also unpredictable pace of technological development. Selling of capital equipment will require salesmen of greater and more specialized technical skills. And the industrial salesman will have to understand not only his products and systems, but also the buying decision of his customer, which may well include consideration of supply of capital, investment return, tax consideration, and other factors far from the hardware itself.

5. One of the most interesting developments foreseen in the sixties is the increasing importance of various types of long-term financing and leasing arrangements, applying to products for both the home and the factory. As all of these products become more complicated and require a greater amount of maintenance, service leasing and service selling become increasingly important.

Yes, the salesman of the sixties will need to be better prepared, better trained than ever in the past. Traditionally, I believe, we have done a good job on product training — I believe it's time that we devoted ourselves to upgrading the selling job at the customer level.

► As we see it, our own sales training challenge lies in the development of a real understanding of customer behavior and motivation. We have developed a completely new approach to sales training which we call Sales Situation Management. The core of this program is devoted to the "Psychological Aspects of Selling," where in salesmen can learn why customers behave as they do in selling situations. Surprisingly, the training has helped salesmen to understand themselves and their own behavior patterns. We find that the same principles apply equally well to the sale of consumer goods or, at the other end of the scale, selling to the defense market. More than 4,000 General Electric salesmen are currently going through this training experience. Our whole program is based on the theory of continuous sales training — not the typical one-shot, let's-get-it-over-quick, take-a-pink-pill exposure. We are trying to establish sales training as a necessary, continuous way of life.

When designing Sales Situation Management, we proceeded from the conviction that today's selling situations require that each salesman develop his own plan of action — a plan that would focus on the real targets,

that would be flexible, would develop alternatives, would conserve time, and would improve his chance for success with the customer. With this in mind, we set about developing such a planning pattern. Note that I put it as developing a planning pattern. We are fully aware that each salesman must establish his own plan.

The objective then was to put together the elements of a planning pattern that any salesman could use to meet the selling situation—and to meet it with greater confidence than he could possibly have if traveling only by instinct, intuition, and experience, good as these may be.

We turned to the military for the cardinal principles of a tactical plan and we found there what is referred to as "The Estimate of the Situation." These same well-established principles apply to the salesman and his estimate of the selling situation (Figure 1).

We anticipated that there would be some who would point out that often there is little time to develop a written estimate of the selling situation. Our answer is:

. . . The estimate should be as thorough as the time available will permit. Thus it may vary from a short, almost instantaneous mental estimate — to a carefully written document, requiring hours of preparation based on extensive fact-gathering and analysis.

We believe that an improved ability to plan, with good products and a good record of past performance, coupled with the instincts of an experi-

enced, trained salesman, can be the combination needed, at the point-of-purchase, to realize sales and profit objectives.

Product Service—This piece of marketing's work package will take on added stature in the sixties, as we apply new vigor directed to filling a moral responsibility and to capturing a major customer-and-prospect opportunity. One measure of the job's size and importance: In General Electric, 28% of all of our exempt marketing people are engaged in product service work.

What's behind the new surge in product service attention? The complexity of products, both for industry and for the home, is being increased substantially as we seek added function and increased convenience. The technical requirements on the serviceman become more and more severe. We seem to be approaching the time where our technical know-how in terms of the products we produce may have to be held back because of inability to find and train people who are able to service these products.

Compounding the service problem is the customer's increased reliance on appliances and production machinery. In the home, for instance, the average number of appliances went from ten to thirteen in the 1950 to 1957 period. Also, product service work is increasing in cost when compared with the cost of the product. It may be that we are fast approaching the situation in which a customer may decide that he can't afford certain products be-

Estimate of the Selling Situation

- Step 1.** Consider the customer's objectives and goals
- Step 2.** Consider your objectives
- Step 3.** Compare your objectives and the customer's
- Step 4.** Consider your goals
- Step 5.** Gather intelligence
- Step 6.** Analyze the intelligence
- Step 7.** Develop your sales strategy
- Step 8.** Plan opening tactics

Figure 1

Announcing...IRON AGE

METALWORKING INTERNATIONAL

A NEW and completely DIFFERENT kind of publication! NOT just another United States business magazine extending its circulation into other countries, but a truly international, multi-lingual business publication for metalworking and metal-producing executives throughout the world.

First issue: January 1962.

EDITORIAL

● **Objective:** To provide a full international exchange of information relating to new developments and technology on metalworking processes, equipment and materials, as well as coverage of business and economic news.

● **Staff:** A full-time editorial staff in the United States and abroad will devote its entire efforts to the international publication, backed up by qualified correspondents in 18 metalworking centers throughout the world.

● **Content:** Editorial content and balance will be guided by continuing surveys of informational requirements and preferences among key executives in metalworking companies in the countries served. Full text editorial material will be in English, with digests in German, French and Spanish.

● **Format:** The new monthly publication is uniquely suitable for effective presentation and convenient reference, from the English full-text to the German, French and Spanish digests. Square format with publication trim size 11 x 11½, four column makeup,

will provide a 7 x 10 editorial page plus one column for a multi-lingual digest. This format will also accommodate a 7 x 10 advertisement plus multi-lingual digest of the copy. New product items will be keyed and a reader service postcard provided for new products as well as advertising.

THE READER

In most cases, the reader of IRON AGE METALWORKING INTERNATIONAL will be the chief technical executive of the metalworking plant. Typically, he will be responsible for both engineering and production and will have a key role in major purchasing decisions. In larger plants, where work is dispersed among a greater number of executives, IRON AGE METALWORKING INTERNATIONAL's readers will be in four basic functions: administration, engineering, production and purchasing.

CIRCULATION

Over 15,000 plants covering every market in proportion to its *immediate* potential, including—

The European Common Market
The Free Trade Association
The British Commonwealth
Central and South America
Japan, India, Africa
The Near East and Asia

Penetrates every segment of metalworking and metal-producing, including—

Ordnance
Metal Furniture
Primary Metals
Fabricated Metal Products
Machinery
Transportation Equipment
Instruments

AND FOR ADVERTISERS

● **Inquiry processing service:** All advertisements will be keyed—reader service card will be bound into IRON AGE METALWORKING INTERNATIONAL. Instructions on reader service card to be printed in four languages: English, German, French and Spanish. Postage to be paid by the inquiring reader.

- Marketing information.
- Copy translation assistance.

Your IRON AGE representative is ready to give you a preview, including full details and a pilot issue. Call him now.

IRON AGE METALWORKING INTERNATIONAL • a new chilton publication • 56th & chestnut sts. • phila. 39, pa.

cause the service cost, not the initial purchase price, is beyond his means.

► While approaching the service problem from the product quality side — starting with marketing's sharper view of customer wants, through designing for increased reliability and serviceability, and through quality control in manufacturing — we have found that we can make some substantial gains in improving after-sale service.

During the fifties extensive study and research was undertaken in the area of consumer goods product service with the major focus on customer satisfaction. Data were developed as to the quantitative relationship between customer satisfaction levels and the quality of service performance.

By the end of the fifties, a rationale was worked out through which actual service performance could be expressed quantitatively and computed in terms of customer satisfaction results. At the start of the sixties this program was reduced to practical operation using modern data handling methods applied to a RAMAC system in a central-parts warehouse location. Details of day-to-day service performance are fed into the computer which processes the data and prints out a detailed report as to expected customer satisfaction results along with a spell-out of how and why a specific result was obtained.

This has provided marketing with a sorely needed management tool through which service performance could be appraised and guided. By the end of the first six months of 1960, the program was in operation in over 50 major cities where General Electric provides major appliance service for its customers. The insight, knowledge, and incentives afforded by the program have created a revolution in product service operation; performance levels which are attained today were considered impossible only a year or so ago.

During the sixties more will be learned about this technique; product service will move ahead in terms of professionalism. Better decisions will be made, not only as to how to provide this service but also as to the quality and reliability levels of products which will provide optimum customer value.

Probably the most important demand of all is the requirement for

creativity and innovation. The marketing manager must either have this ability or be able to find it and recognize it in his associates. Of all the functions of a business, none is so certain of ever-accelerating change as marketing. The successful marketing manager must be curious, imaginative and ever in search of innovation.

Still another challenge is rapidly taking shape: It concerns the problem of sameness. Many developments in manufacturing, engineering, marketing, Government regulation, and society itself are combining to produce a kind of "converging effect" on industry. This situation seems to drive management to sameness in the products they offer — in price, in features, in services. While this condition exists, certainly greater value will be placed on creativity in marketing people — on those who resist conforming to the easy pattern, and who work successfully at being different.

► Finally, I can't leave this look into the sixties without referring to the requirements in human understanding, relationships and skill which we in marketing must acknowledge.

The target of all our activities—and the one who in the final analysis judges the success or failure of our offerings—is the customer. His actions are often unpredictable, his behavior is frequently astonishing, he is known to make impossibly illogical buying decisions, and to elect to spend his money irresponsibly. I see no reason why we can expect him to change. It's simply up to us to know him better.

On the other hand, we in marketing management have a peculiar need for a better understanding of the people with whom we deal in our own organizations. Marketing people are different from design engineers and accountants and factory layout men. Our marketing discipline, if it may be called that, is not so precise. Our answers are unfortunately not so easy to identify or to defend.

It takes a lot of different talents and skills to produce a successful marketing program. It's our job in marketing management to provide a warm, understanding climate in which the people with these skills may flourish. And, in looking toward the training challenges of the sixties let's not forget to put our own personal self-development at the head of the list. ♦

What is an

H

E IS CALLED by many names: the boss, top management, head man, chief, president, vice president, treasurer, owner, partner, chairman, his initials, or just plain Tom or Bill. Each day he lives with problems and every day he's on the lookout for solutions. A good executive is understanding, fair, a cajoler, coordinator, arbitrator, listener, and decider. In addition, he is efficient, hard-working, patient, impatient, aggressive, ambitious for himself and his firm.

Executive?

His constant companions are work, too little time, budgets, taxes, inventory, ideas, new products, production, employee relations, profit and loss charts, marketing, advertising, and company dollars. No one knows better than he the meaning of pressure. He is second-guessed, loved, appreciated, tolerated, respected, blamed, praised, understood, misunderstood, needling and needled, but never ignored.

The executive knows the loneliness of management. For there comes a time for decision. Despite all the counsel from associates above and below, it is he who says *yes* or *no*. He can't afford to err in judgment, whether it be selection of personnel or the kinds of raw materials that go into the product. He is always responsible.

The good executive is the voice for his company—both written and spoken. Thus, he is a reader, student, speaker, moderator, writer . . . as well as the subject of a speech or article. He is the product of business and means business. What he does can produce a ripple or tidal wave of activity.

Although his collar is white and his shoes are polished, he knows the meaning of long hours and hard work. For this he has learned: To get a better job, *keep doing a better job*. That's how executives are made.

With all the needs of an executive, it is not unusual to find most of them reading *The Wall Street Journal*. They rate *The Journal* "most useful" of all magazines and newspapers.

The reason: *Every business day, the news that*

changes business does change.

*And The Wall Street Journal is
the only National Business Daily.*



You can't pussyfoot into Canada

Covering the Canadian market is a big job. Cities and towns are spotted over a territory as wide as the United States. It takes a big, powerful magazine to do it.

Here is a situation that demands the widespread coverage and deep home penetration of Weekend Magazine and its French language edition, Perspectives, to do a big job where a big job must be done. As the rotogravure section of 35 newspapers, Weekend Magazine/Perspectives reaches over 2,095,000* homes every week . . . a coverage equivalent to 4 times the circulation of Life in the United States.

No other medium in Canada does such a big selling job so effectively, so thoroughly, so consistently.

This is a volume market—the people who buy the homes and the automobiles, the life insurance and the soap, the cake mixes and the candy bars. These are people with a thousand needs and the means to satisfy them.

Over 2,095,000* homes can become your live, active, responsive sales territory. So do the big job in a big market the big way—with Weekend Magazine/Perspectives.

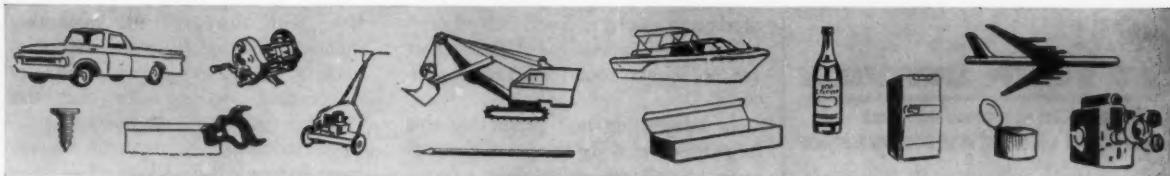
Represented by O'Mara & Ormsbee Inc.—New York, Chicago, Detroit, Los Angeles and San Francisco.

*The biggest single
selling force in Canada*



*Effective February, 1962

Sales Management JULY 21, 1962



Make Any Difference What You Sell?

(continued from page 43)

packages. Some of these giants have only recently named a marketing man for packaging (within the past year). Some are just proudly announcing that they are now doing packaging research. But most are still largely product oriented and basic-material oriented. They make packaging machinery in order to sell their particular materials, whether these materials are paper, film or boxboard. The way is still wide open for firms who will think in terms of packaging, not materials—packaging, not particular packages.

In a parallel case, manufacturers that package their products often may fail to appreciate the importance of a packaging decision as a decision of marketing, not engineering or purchasing. A shaving soap maker is selling an aerosol package much more than he is selling soap. A decision on the package is a far more costly decision in this case than the production decision. The aerosol costs more than any ingredient in the soap or the entire product.

► Marketing decisions are all becoming extremely costly. It usually costs more to market a product than to produce it. The cost of advertising is rising to the point where budgets are a board decision, and even choice of agency or media may be a board decision. The growth of corporate image, or product "umbrella," is a direct result of the increasing cost to establish a new product or maintain a stable of individual product identities.

Formerly known as industrial designers, Lippincott & Margulies now calls itself industrial designers and marketing consultants. This firm realizes, and indeed tries very hard to convince clients, that product, package and corporate image building are problems of a marketing nature, not design in a vacuum.

Certainly products are important—they are what you sell. But a com-

pany that is organized to market properly—has the talent and the tools to do the right marketing job—can market a very wide range of properly selected products.

Just how wide a company can diversify its product line can be determined through well-established market research procedures. Recently S. C. Johnson & Son, Inc., the maker of a line of floor and car waxes, asked consumers to rate the leading shoe wax manufacturers. Johnson was rated second and third among "shoe wax manufacturers," even though it did not make a shoe wax. From this study management knew they could successfully market such a product.

► Borden has been able to stretch its product line to chemicals, and its consumer image has served to sell even glue successfully.

But there are limits. Even a company such as Westinghouse could probably not stretch its corporate reputation into consumer lines far outside hard goods and electrical products or components. However within certain broad market categories, not just product categories, a company can often diversify very broadly. Bakers that use large automated ovens need a wide range of bakery products before these ovens operate economically. They are busily diversifying.

In considering the basic selling aspect of marketing, it is often possible to broaden the product line and make the salesmen's calls more productive. A Scripto pen salesman can easily handle Scripto lighters. A salesman calling at supermarkets or supermarket chains can sell more efficiently with a broad line of Procter & Gamble soaps than could a salesman with a single product. Indeed, Procter & Gamble could very probably expand into other lines quite successfully.

But caution and knowledge are needed. For sometimes if a salesman is forced into too much explanation of what division he is representing, be-

fore he can launch into his actual selling story, a lot of time and effort can be wasted. In such cases something is wrong with the corporate image or division image. The buyers must be made aware that XYZ Company sells lots of products, and that these are what they are. If this cannot be done, then the product or the division image may have to be built to stand on its own. This again would be a top-management marketing decision.

American Machine & Foundry has 20 separate operating divisions. It is in atomic energy, missiles, water purification, sporting goods, toys and a host of other totally unrelated product lines. It is constantly searching for new markets and broadening existing ones. Everyone is well aware of the revolutionary effect on bowling of the automatic Pinspotter. But AMF doesn't stop there. It is moving further and further into the sporting goods field and the whole leisure market. It has recently acquired the Ben Hogan golf line. As a result of making bowling balls and shoes and now golf equipment, it is gradually moving into sports fashions. Tie-in advertising is already under way with fashion clothing.

► AMF's research and development is aimed at markets, not products. Some time ago the planning and operating committees decided that R&D should take on the problem of water as a market. As a result of its investigations, AMF decided to acquire Cuno, a manufacturer of commercial water purifiers. Cuno developed a residential water filter and a water desalter. It needed help to launch its national distribution. The corporate Planning and Marketing Division of AMF took on the task. It analyzed the market, decided how it should be sold and where, is now shepherding these products toward their marketing goal.

AMF has not been on a campaign to acquire financial assets. It wants

-SM- **AT YOUR SERVICE**

A classified list of professional firms
which serve sales and marketing executives

Sales Forecasting

DETERMINE YOUR SALES POTENTIALS

Scientifically proven forecasting methods will indicate your actual sales from 1 year to 18 months ahead by products and sales territories. Currently used by many of the country's leading corporations. Allow us to send you, without obligation, our brochure on Sales Forecasting.

J. CARVEL LANGE, Inc.
Subsidiary of
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OXFORD 7-1262
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MARKET STATISTICS, INC.

CONSULTANTS TO
SALES MANAGEMENT.

Specialists in regional economy
analysis, sales forecasting, setting
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EVER READY LABEL CORPORATION

357 Cortlandt St. • Belleville 9, N.J.

Ever Ready for EVERY type of Label — Red-E-Stik® pressure-sensitive, caution, shipping, spot carbon, pin-feed "Automatabels", foil, Metal-Cal, and hundreds of other kinds!

Leaders in the Label Business
for almost 50 years.

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marketing assets, and will indeed drop company affiliations and divisions that are no longer sound marketing ventures.

In advertising and promoting this huge group of AMF products, the parent corporation is undertaking a broad ad campaign that will bring all the consumer products under the wing of the AMF name. While their division names are also often prominent, a strong attempt is made to build the AMF family reputation. It is hoped that eventually this broad consumer identification of AMF will rub off onto its industrial products.

More and more manufacturers are realizing that the need for marketing ability far outweighs the need for the ability to produce. Marketing talent can mean much more to success than the ability to produce economically. More and more company presidents will probably follow the example of Minneapolis-Moline and bring in a top executive with a marketing background. Ed Buryan taught Sheaffer Pen that it was largely in the gift business, not simply in the pen business. He taught them that they had to worry more about competition from every other gift maker than from another pen manufacturer. He taught them that pricing must be a marketing decision not a production decision — that it made very little difference what production said you had to charge if marketing couldn't sell at that price. Of farm equipment, Buryan has already said that he would not advance dealer credit in order to load dealers with equipment they may or may not be able to sell. He will advance customer credit.

► When it comes to distribution, AMF has a very flexible attitude. It will sell the way it must to gain entry to a market, or it will adjust to meet distribution demands of a particular product. But it is not dedicated to any single form of dealer, distributor or retailer philosophy. When the time is right to change, it will change its distribution to fit the market requirements as AMF sees it.

Yet many industries, such as television, typewriters, vacuum cleaners, sewing machines and even automobiles, have often been tied to a distribution pattern that was outmoded and destructive to marketing and to serving the needs of the consumer. The unrealistic attitudes of many industries toward pricing and produc-

tion, with disregard for marketing realities, have led to erratic dumping, loading, price-cutting and eventually discounting, on a scale that has changed the face of marketing in those industries. Unrealistic dealers have demanded a markup which they are not actually deserving of or able to maintain in the face of their suppliers' practices.

Many manufacturers are busily building marketing talent. Some have had to reorganize company thinking entirely. Eventually, as such other facets of doing business as production, engineering and communications of office procedures become more and more automated and predictable, the marketing organization will require less and less connection with producing facilities.

► Technology is advancing in many fields at a rate that implies more than improvement of existing systems. It is becoming completely revolutionized, and is very rapidly changing the entire structure of many businesses and industries. Competition between materials, between sources of energy, and between countries will intensify. The marketing organization will become more and more flexible. It will investigate markets, conduct R&D, plan distribution, and then market. Marketing will be able to call upon or organize a separate producing facility at will. This producing facility will operate for many marketing organizations if it can. There are already signs of this development now in U. S. and world business. Many industries are either buying component parts in foreign countries or setting up separate foreign companies as manufacturing facilities.

The growth and dominant phase of U. S. industry in the world has been due to its production ability. Future growth and dominance, if it is to continue, will have to be in marketing. The world itself will have to be the market potential of America's second phase of growth and dominance.

Many companies now planning for future growth and future markets might do well to consider where these markets will be. Will current planning be adequate for world marketing? Even such considerations as company image and family image of product line, which most of the giants now find necessary for U. S. marketing, should now be thought of in the light of world markets. ♦

KPP

In the 15-County Syracuse Market

MEDIA SELECTION IS A CINCH

Here is a market of 1,501,500 population, with annual buying income of more than \$3 billion

There's a single, effective and economical way to sell **all** of it!

The Syracuse Newspapers deliver 100% home coverage of Syracuse and Onondaga County; 90% coverage of the Standard 3-County Metropolitan Area and up to 76% in the balance of the 12 counties that comprise the TOTAL 15 COUNTY SYRACUSE MARKET.

***No Other Combination of Media in the Area Will Do
a Comparable Job at a Comparable Cost.***

FULL COLOR AVAILABLE — DAILY AND SUNDAY

Represented Nationally by
MOLONEY, REGAN & SCHMITT

America's No. 1
Test Market

the SYRACUSE

NEWSPAPERS

HERALD-JOURNAL & HERALD-AMERICAN
Evening Sunday

THE POST-STANDARD
Morning & Sunday

CIRCULATION: Combined Daily 230,814 Sunday Herald-American 202,467 Sunday Post-Standard 102,966

How to Get Business Off the Ground

(continued from page 47)

prove just how much it is worth to the company. It is also difficult to decide just how much should be spent to do the particular job the company wants done. And the difference in aircraft costs are nearly as great as the difference in cost between a classified ad in a newspaper and a television spectacular.

What constitutes value? Sometimes it is the ability to move executive teams quickly from one place to another on an emergency basis. Here cost of transportation and elapsed executive time are only part of the cost picture, and the real value of the plane is centered in the fact that a certain part of the company's operation stands paralyzed until the executive team gets there to solve a problem, sign a key contract, or whatever.

Similarly, executive mobility may tip the balance in favor of company success if it is embroiled in a highly competitive market. Allan D. Lynn, former Navy test pilot and now president of Bonnie Dog Food Co., Sacramento, Cal. (sales about \$3.5 million), attributes a great amount of his success in getting and keeping good distribution for his products in the highly competitive pet food market to his ability to cover the entire western market personally in his light Piper Apache. He covers the coast from Seattle to Los Angeles and east as far as Denver, dropping in on key brokers and grocery buyers, and still has time to fulfill his executive responsibilities.



No accountant can figure the value of an airplane as a sales tool into a cost analysis, yet that can be its most important function. Victor Adding Machine Co. executives found that what they felt was their strongest sales story, product quality, was the most difficult to sell. They found they often lost sales to lower-price machines which, after all, performed as well as a Victor during a sales demonstration. The only way to demonstrate quality, they felt, was to show it being "built in" at their Chicago plant. Victor now operates a luxurious Convair 440, outfitted to accommodate 15 passengers in grand style, to fly dealers, prospects and even its own salesmen from all parts of the country to the home plant for quality-oriented tours.

► Lockheed, which should realize the value of aircraft if any company does, uses a Cessna 310 for executive flights between two plants only 20 miles apart. But, as that 20 miles consists of Los Angeles, the time saved—and the ability to make the trip in the first place—is worth far more than the extra cost of flying.

So value in a business aircraft evidently is, like advertising, something that is best determined by sound executive judgment. There is no specific set of conditions under which a certain type of airplane should or should not be purchased; for the most part, the decision must be subjective and based on a host of abstract considerations.

Of course the image of corporate aircraft as an "executive plaything" still persists to a certain degree. In fact, it persists enough to prevent a good many companies from painting a corporate symbol on the side of the plane (a sort of "it won't do us any good in the air and on the ground it might give the stockholders the wrong idea" reaction). But this reputation is generally undeserved. As a rule this type of hanky-panky is present only in privately held corporations where the owners actually have the right to do pretty much as they please with their money.

And it sometimes does happen that overeager businessmen will rationalize a plane or two that the company doesn't really need. But this type of executive is usually making other mistakes, bigger and better ones, that tend to limit the duration of his influence on the company.

In any event, there is no reason to believe that business flying won't keep right on growing and growing, and become a more important factor than ever in business communications. ♦

KMR



FLYING STATION WAGON by Hiller hops cities as well as wide open spaces, lands in a parking lot to cut ground travel time to nothing. The 'copter seats four.

Flint-Bay City-Saginaw moves into the top 40 (in actual TV homes delivered)

When Flint and Bay City-Saginaw were recently combined into one market, it changed everybody's list of the top 40 TV markets in the country. Have you brought yours up to date yet?

To check, just see if you've got Flint-Bay City-Saginaw listed in the same neighborhood as Providence, Charlotte and Denver. For that's where this Eastern Michigan market has moved on the all-important basis of homes delivered.* That is, homes with TV sets actually tuned in.

Another thing well worth noting is that nearly all the viewers in this heavily populated urban market get their television from within the area. And, of course, that's where WJRT is—with City-Grade service to Flint, Bay City and Saginaw.

You can get more information about this new top-40 market, and about WJRT, simply by calling our representatives: Harrington, Righter & Parsons, Inc. Offices in New York, Chicago, Detroit, Boston, Atlanta, Los Angeles and San Francisco.

*Based on ARB Reports—March, 1960 (Sun.-Sat., 6-10 p.m.)

A Profitable Opportunity

for Some Sales Management Readers

If They Act Fast!

Have you ever thought of your product as a gift item? Of companies buying it in quantities to give to customers and employees at Christmas and other special times? Wouldn't *your* share of the \$300,000,000 business gift market add a substantial plus to your regular sales volume?

Right now is the best time to plan your entry into the business gift market—through Sales Management's eagerly awaited Annual Gift Issue. In mid-September, when most companies are beginning to fret about "what to give this year", the issue—a dazzling "Gift Fair" with hundreds and hundreds of items of every description displayed in its advertisements and multi-page pictorial Gift Gallery—will be delivered to almost 40,000 executives.

Strong Merchandising Support

Mailing the issue to Sales Management's 32,100 subscribers is just the curtain-raiser on a strong merchandising program that continues for the life of the issue. Right after publication, the Gift Issue is also mailed to 7,532 companies whose interest in buying business gifts is a matter of Sales Management record. Meanwhile our Buyers' Wants Department is busy recommending the products of Gift Issue advertisers to executives who ask our help in selecting suitable gifts.

Last year we made 6,077 recommendations to typical buyers like these: a company that bought 1,000 items at \$5.00 each; a food company with

\$8.50 to spend on each of 8,000 employees; a brewery with 3,000 names on its list looking for a \$4-\$6 product; a printing firm in quest of 925 personal gifts from \$5-\$12; a transportation concern with \$15,000 earmarked for gifts.

We honestly believe this single Sales Management merchandising activity alone will produce \$2 million worth of business for this year's Gift Issue advertisers.

No wonder advertisers report: "We are more than pleased with results." . . . Yours is the only ad we can prove pulls all year long." . . . "You did an outstanding job and we are pleased with results." . . . "Very satisfactory job . . . will be with you in 1961."

No wonder you see so many advertisers, large and small, in the Gift Issue year after year after year. No wonder so many increase their space when they renew for the current year: last year, 29, this year 17 to date. Nine are changing from black and white to 2-color ads, four from 2- to 4-color ads. When veteran advertisers increase their space from one year to another, there's only one explanation—RESULTS.

Act Fast—TODAY!

Space reservations can be accepted up to August 3. Detailed information will be in your hands in a few days at the most if you phone, wire, write today. Address your request to—

Business Gift Issue
SALES MANAGEMENT
630 Third Avenue, New York 17, N.Y.



Now you can move personnel overseas with Push-Button ease!

A call to any of our 1,000 agents throughout the United States and Canada "feeds" your particular and individual requirements into the North American International Division, "pre-programmed" by the largest overseas agent network, and the longest and most intensive overseas moving experience of any van line.

Typical problem: 200 Chrysler family households to Geneva, Switzerland, Rotterdam, Holland and London, England by air. Answer:

Each move completed by North American in five days; Chrysler-estimated savings of several thousands of dollars per move in total relocation costs over other moving methods.

Whether your next overseas moving problem is imminent, or in the undetermined future, write us (or call your *local* North American agent) now. We'll send you a most illuminating folder on this important phase of expanding your overseas markets.



NORTH AMERICAN VAN LINES

the GENTLEmen of the moving industry

FT. WAYNE,

INDIANA



The Magic of Emotion

It's 11 p.m., 45th and B'way. The theatre doors open. Look . . . those people coming out . . . see their expressions . . . see how they have been moved by the magic of emotion. I too have moved people through the magic of emotion with the same impact created behind those theatre doors—only I did it with highly dramatized, specially written and produced phonograph records, which I used to educate, inspire and motivate distributors and dealers.

I have also pre-sold consumers utilizing mass records in a way never before done. I am a producer, writer, narrator and merchandiser. I have been reaching the consumers and the sellers of products with recorded productions that carry an impact rarely attained in the world of business. You have read of my unique talents in the national magazines and business pages. I am in N. Y. C. from Los Angeles seeking two or three select companies that sense the need for this kind of approach.

Write Box 750—Sales Management



Four Transistor Tape Recorder

First time offered. New, compact 7½" x 5" x 2½", records and plays back. Shipped complete with 2 flashlight batteries, 9 volt radio battery, microphone, monitor earphone, 15 minute tape and take up spool. Excellent for executives, salesmen, students. Records conversations, talks and verbal notes. Perfect for prizes, gifts, premiums. Only \$34.95 postpaid. 3 for \$99.00. (no COD's please) Dinah Dee, Dept. SM771, Box 6734, San Antonio 9, Texas.



WANTED FOR ALL USERS OF DECALS
RUBBERCAL® (plastic decal) is permanent, waterproof, tough. Easiest applied—without water in any weather. Best indoor, outdoor emblems. More economical. Write for samples. Made only by MULTI-COLOR PROCESS CO., Box 1033, Tulsa, Okla.



Executive Shifts In the Sales World

Abitibi Corp., Detroit—Alan B. Cook appointed general sales manager and a member of the board of directors.

Allied Decals, Inc., Cleveland—William G. Giesse appointed director of marketing.

American Can Co., Milk Container Div., New York—Edward K. Walsh promoted to general manager of sales.

Bethlehem Steel Co., Bethlehem, Pa.—William M. Mayberry named assistant general manager of sales.

Bostitch, Inc., Greenwich, R. I.—John M. Wilson appointed general sales manager.

Columbia Broadcasting System, Inc., CBS Electronics Div., Danvers, Mass.—L. Donald Cole promoted to manager of marketing services.

Crucible Steel Co. of America, Trent Tube Co. subsidiary, East Troy, Wis.—Fred W. Beitner named vice president—sales.

EBSCO Industries, Inc., Birmingham, Ala.—W. Oliver Cox named director of marketing.

The Electric Autolite Co., Toledo—Earl R. Fiene assumes position of vice president and director of sales.

Esterbrook Pen Co., New York—Kenneth N. MacDonald elected vice president—marketing.

Federal Pacific Electric Co., Cornell-Dubilier Electronics Div., Newark—Glenn E. Ronk appointed director of marketing.

The B. F. Goodrich Co., Akron—W. Gerald Wilson appointed manager of market planning.

H. J. Heinz Co., Pittsburgh—Louis A. Collier named general manager—marketing.

Kleen Stik Products, Inc., Chicago—George Collons appointed general sales manager.

La Choy Food Products, Archbold, Ohio—Mrs. Rosella Finlay named director of institutional sales.

Perry Meyers, Inc., Meyers, Newell & Trivers, Inc. Div., New York—Julian N. Trivers appointed managing partner, and Donna Newell, vice president of the new division.

Mohasco Industries, Inc., Amsterdam, N. Y.—John J. Cahill appointed director of marketing.

The Mosler Safe Co., New York—Arthur F. Anderson named national sales manager—Commercial Division.

National Distillers & Chemical Corp., National Distillers Products Co., New York—Braddock Greene named director of marketing.

Chas. Pfizer & Co., Inc., Pfizer Laboratories Div., New York—Herbert Grossman appointed director of marketing.

Robertshaw-Fulton Controls Co., Robertshaw Thermostat Div., Richmond—Frank H. Post, vice president and general manager, becomes vice president of marketing.

Schick Inc., New York—Gerard Hyman appointed general sales manager.

Thatcher Glass Mfg. Co., Inc., Beverage Container Div., New York—Richard Burgess appointed sales manager of this newly created division.

Studebaker-Packard Corp., Automotive Div., South Bend, Ind.—Frank J. Sustavich appointed vice president and general sales manager.

Rockwell Manufacturing Co., Power Tool Div., Pittsburgh—E. L. Tabat named vice president of marketing.

Rayonier, Inc., New York—Michael A. Brown, general manager of sales, elected vice president.

Virginia Chemicals and Smelting Co., West Norfolk, Va.—J. A. Weatherford named director of sales.

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The Scratch Pad



BY T. HARRY THOMPSON

Adult headline by Dolly Madison cakes: "Shortcut to shortcake."

Idle Thoughts Dept.: Wonder if mononucleosis, the kissing disease, would have stopped Georgie Porgie.

Feature writer Hugh Scott of The Philadelphia Inquirer warns that life won't begin at 40 if you go like 60 when you're 20. In similar vein, he reports a grisly sign on a florist's truck: "Drive carefully. The next load may be on you."

Old-timer: One who can remember the Smith-Premier typewriter, with no shift-key, but a key for every character.

Bernie Bergman, former editor of the Jewish Exponent, sent that paper a story I liked: A man who had recently become a widower was having himself a ball in a night club. "Manie," exclaimed a friend in his most condemnatory tone, "how come you got the heart to be in a place like this so soon after it happened? Ain't you ashamed of yourself?" Mannie looked properly crestfallen and replied sadly: "Look, Kalman, in my grief do I know what I'm doing?"

Trivia Dept.: From television I get the impression that girls might not smoke if they had to light their own cigarettes.

Webster says "a-MOR-tize" but the public says "AM-or-tize." You can't fight City Hall, Noah.

After Adolph Ochs died, his son-in-law, Arthur Hays Sulzberger, became publisher of The New York Times for 26 years. Just before his 70th birthday, Mr. Sulzberger turned the wheel over to HIS son-in-law, Orvil E. Dryfoos. Moral: Be nice to your father-in-law.

A Minneapolis contrib concedes that oscillation may ease JFK's aching

back, but hopes that, under the strain of everything, he won't go off his rocker.

In a sequence on "Candid Camera" having to do with weighing people, Arthur Godfrey chuckled "Metrecali Rose," and I gave him credit for a nice jeu-de-mots. Then I saw the same play-on-words in Reader's Digest. Ho, hum!

Shoptalk Dept.: In the automotive

trade, it's a showroom. In a commercial hotel, it's a sample room. But, in the lingo of funeral directors, it's a Selection Room (cap S and cap R)!

No TV program shows me up as an abysmal ignoramus so much as General Electric's "College Bowl." I don't even understand some of the questions!

A niece less than half my age warned me back there not to put \$700 into a television combo. Screens would get bigger, she warned, and how right she was. I've kept this big thing for its purity of tone on records and FM radio, but the television section just sits there like something in a musty museum.

How to avoid painful sunburn: Stay the hell out of the sun.

Marketing: Spark Plug of Corporate Success

A Rolls-Royce parked at a curbside fills me with awe and admiration. It lists at \$15,655 and will still be in style 20 years from now.

Yet, I reflect, that hunk of British magnificence won't go around the block without a handful of spark plugs costing roughly four shillings apiece.

Spark plug!

It is the wind in the spinnaker of the sportsman's yacht. It is the steam in the boilers of the Queen Mary. It is the kinetic force that will one day send a man to the moon.

In brief, and in truth, the spark plug of corporate success is marketing, including advertising in its many forms.

Men move up to president by four main paths: (1) finance, a familiarity with figures; (2) law, a working knowledge of legal procedure; (3) selling, an intimacy with the exchange of goods for money; (4) marriage, the tired joke about the boss's daughter.

Naturally, I admire the money-man with the Euclidian mind. I like the attorney who keeps the firm out of court. I have no quarrel with the young man who marries well and starts at the top. But I am in closest affinity with the man who makes it by the sales route.

The others are conscious of the need to sell at a profit, but selling is a sort of religion to the sales-minded president. By instinct, he will be alert to marketing angles. He will see that the spark plug of business is clean, and with no cracked porcelain. T.H.T.

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*And if you do sell refrigerators, our new MARKET POWER study has lots of information about your kind of buyers. Ask a Tribune representative for the full story.



2

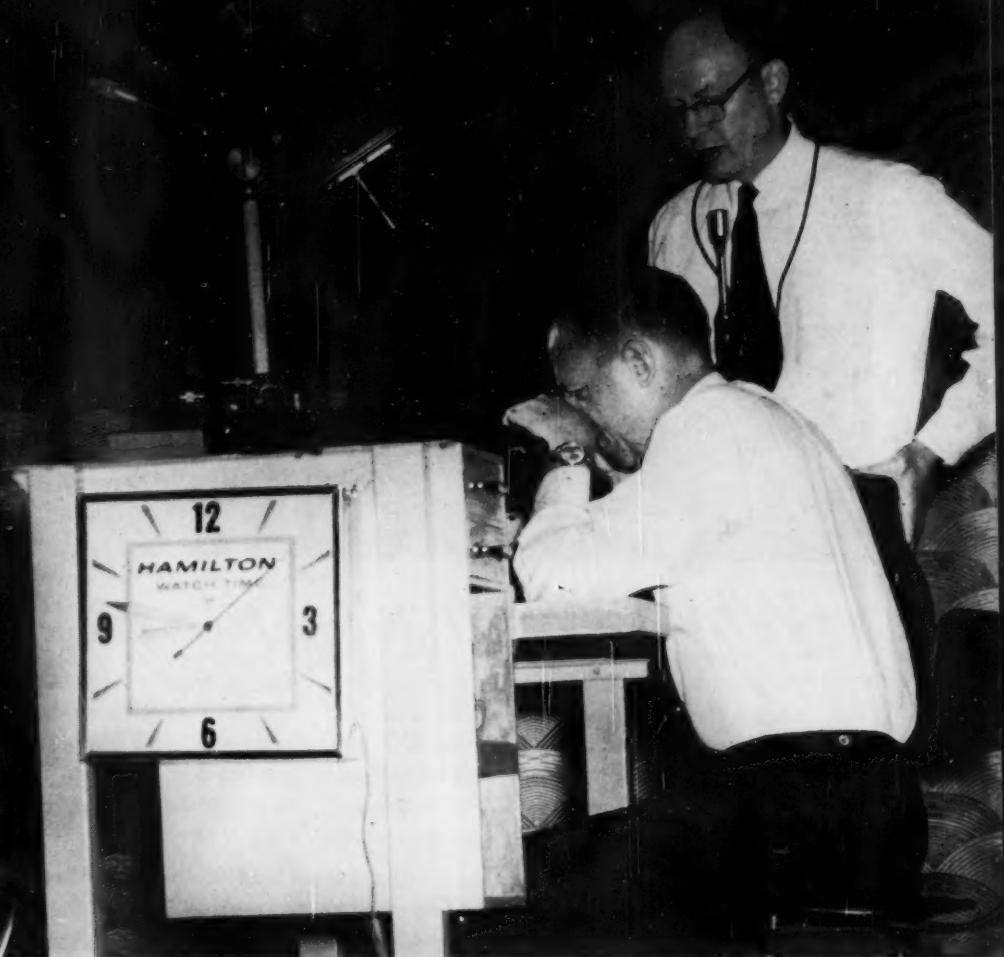
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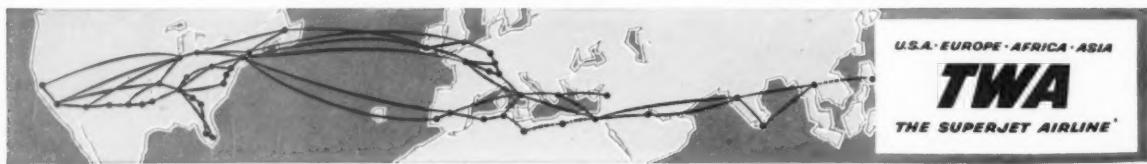


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Mr. Paul Grossinger, Managing Director
Grossinger Hotel & Country Club
Grossinger, New York

Dear Paul:

After meeting at your wonderful hotel for four years, our 59th Annual Convention last year was by far the most successful and the best attended.

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It would be impossible for me to properly recognize everyone in your organization whose efforts we appreciate so much. I am especially grateful for your personal co-ordination of the work done on our behalf by your various departments and department heads.

The service desk, girls upstairs who handled our advance reservations, and everyone else we came in contact with deserve our sincere thanks. Your convention department is unequalled in its willingness and ability to satisfy each and everyone of our exhibitors' requirements. Of greater importance was the overwhelming satisfaction of our members and guests who attended.

Please convey the deep appreciation and gratitude of all our officers, members and particularly myself, to everyone on the staff of the big "G".

You may be sure that we are looking forward to returning to Grossinger's next Fall for our 60th Anniversary Convention.

Kindest personal regards.

Sincerely,

Arthur M. Laufer
Executive Director

AML:ah

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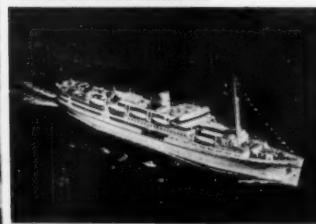
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Facilities Roundup

LAS VEGAS

Flamingo Hotel recently opened the doors of its new \$1.2 million convention hall. Main area can seat 1,800 persons theater-style and 1,250 for banquets. This 12,000 sq. ft. area can be sub-divided into three separate general session rooms, each of which has its own lighting and public address systems. Area can be used for exhibits. Separate lines provided 110, 220, and 440 voltage outlets every 10-ft. around area. Some additional meeting rooms, which can hold up to 500 persons, are also part of the convention hall.

SAN JOSE, CAL.

Seventh hotel of the Hyatt House chain opened this spring. Property was purchased through the courts after former owners had fallen into bankruptcy during construction. Hyatt Corp. paid about \$2.3 million for an almost completed structure. An additional \$400,000 was spent to complete the 256 room hotel. Main banquet room accommodates 275-325 persons for a buffet type meal.

KNOXVILLE, TENN.

City will open its new Gen. James White Memorial Civic Auditorium Coliseum, next month. The \$5.5-million structure will feature an auditorium, arena, exhibition hall, plus three meeting rooms. Auditorium can seat 2,536 persons; arena has 4,416 seats and 22,790 sq. ft. of floor space; exhibition hall offers 11,130 sq. ft. with a 16-ft. ceiling clearance. Largest meeting room totals 4,680 sq. ft. and the two smaller ones, 1,575 sq. ft. each. Parking facilities include area large enough to hold 2,000 cars.

SOUTH EGREMONT, MASS.

Renovation of Jug End Barn is near completion. Program, begun in 1958, has led to 12 function rooms, nine of which can accommodate groups of 15-50. Two larger rooms can hold up to 200 for meetings. One of these two rooms can be opened to seat up to 450 for banquets. Thermofax, postage, folding and inserting machine; plus Robotyper, electric typewriters, stenographers, press

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Facilities Roundup

continued

facilities are available to meeting planners.

TOKYO

Ground was broken recently to begin construction of **Tokyo Hilton Hotel**. This 506 room hotel will be built on three-acre site near Imperial Palace. Ballroom will occupy the second level below the lobby floor. It will be 11,000 sq. ft. in area and accommodate 1,000 persons. Assembly hall, on the same floor, will be able to seat 400 persons. Plans call for seven private dining rooms, also on the same level.

DALLAS

So many downtown civic clubs meet weekly in the **Hotel Adolphus** that the hotel has built a Dallas Civic Center on its ninth floor. Sales Manager George Smith says, "By building them their own permanent meeting rooms, we can give them better service with fewer personnel." Three rooms that make up the center total 4,084 sq. ft. Rooms vary in size from 1,079 to 1,985 sq. ft. Center is served by its own adjoining kitchen and staff. About 1,000 meals are expected to be served weekly by center's kitchen. Hotel plans to use center for hotel functions when businessmen leave center free.

NORFOLK, VA.

Joint venture by Futterman Corp., New York City, and Herbert Glassman, prominent Washington, D. C., investor and hotel man, resulted in the first new hotel to be built in Norfolk in 50 years. Structure is a combination hotel and motel. Center part of structure rises 14-stories high. Extending from the ground floor lobby are two, two-story wings of motel units in two directions. In all, **Golden Triangle** has 361 guest rooms. Hotel is equipped with meeting rooms and banquet rooms to seat up to 1,000 persons.

FRANKFURT, GERMANY

Construction of a new Intercontinental Hotel started here last month. The 1,000-bed hotel will cost about \$10 million. The 20-story building will include a ballroom for up to 700 persons, four banquet rooms, three dining rooms, two bars and two roof ter-

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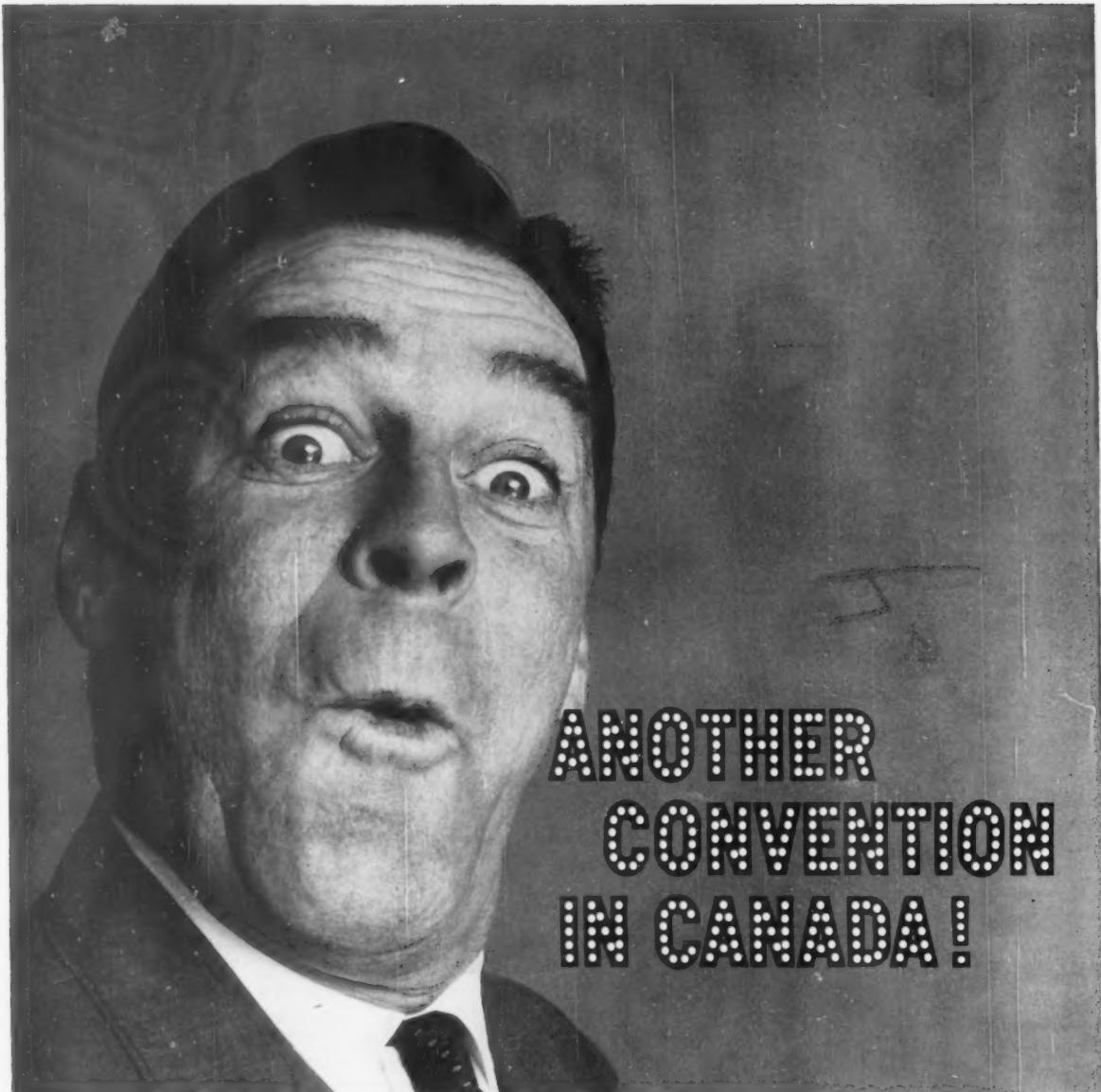
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Facilities Roundup

continued

races. Intercontinental Hotels Corp. is a subsidiary of Pan American Airways.

CHICAGO

Construction is on schedule for **The Flying Carpet**, a new motor inn near O'Hare Air Field, and is expected to be completed around Sept. 1. Inn will offer 225 guest rooms, to include executive suites and adjoining rooms. Plans also call for eight meeting rooms, which will be able to handle up to 1,250 persons.

LANSING, MICH.

Jack Tar Lansing (formerly the Hotel Olds) is undergoing changes to provide better convention facilities. Part of program completed is the renovation of its 350 rooms, complete with air conditioning and TV. Still to be finished is the remodeling of the lobby and public areas. Lobby will be moved to the ground level, with a drive-in entrance and ramp leading to free, in-building parking. Present lobby area is to become a convention floor, where the ballroom will be enlarged to seat more than 800. In addition, the Club Floor will undergo changes, meeting rooms will be enlarged, redecorated and refurnished. Meeting equipment is to include built-in audio systems.

DES PLAINES, ILL.

Near completion is **Americana Inn**. It will have more than 100 rooms and several suites, according to Louis A. Klein, president. Plans include six conference rooms, three of which will accommodate up to 150 persons, and three for groups of less than 100. Within a month ground will be broken for 52 more rooms.

NEWARK, N. J.

About 15 minutes from downtown, **Paper Mill Playhouse**, in Millburn, N. J., now offers its theater facilities to business and industry for daytime use. An Industrial Meeting Department has been set up to schedule conventions, fashion shows, conferences, lecturers, sales meetings in the 1,000-seat auditorium. Catered meals can be served, according to the management.

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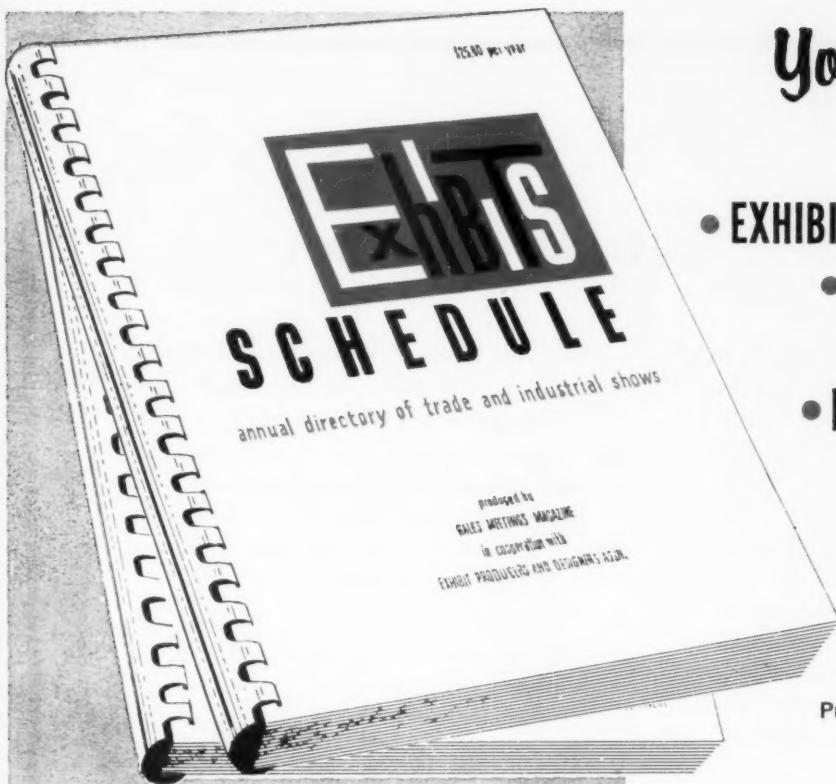
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FOR SUPPLIERS IN EXPOSITION FIELD

Exhibits Schedule is the customer and prospect list for every supplier to the exposition field. It tells when and where business opportunities exist. As a mailing list, **Exhibits Schedule** offers complete names, titles and addresses. It provides all the basic facts to make an intelligent mail campaign to show managements and sponsoring groups. **Exhibits Schedule** is a vital calendar for exhibit builders. It helps to set deadlines and plan long in advance for business peaks.

Exhibits Schedule is your reference to every exhibit event in United States and foreign countries. It tells when and where exhibitions are scheduled. It tells how many people are expected to attend and in what auditorium or hotel the exhibit will be held. **Exhibits Schedule** gives you the names of exhibit sponsoring organizations, executives in charge and their addresses. It even tells how much exhibit space will be used at each show.

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As the Editors See It

Valuable Tool for Planner

IF YOU PLAN conventions, conferences or exhibits that use hotel or auditorium facilities, send \$2 to American Hotel Assn.* for a copy of "Convention Liaison Manual." It's the best \$2 buy at the moment.

What you get in this manual is an outline of all the things you should check before, during and after a convention or trade show. It is designed for the man who plans these events. It gives him check lists to cover everything you can think of and dozens of things about which you might not think.

One major purpose of this manual was to outline, for the first time, exactly who is responsible for what when a meeting planner deals with a hotel and/or convention bureau. This responsibility data is important. Until now, as a meeting planner, you could assume that a hotel would or should do something. The hotel could assume you knew about many facts that you didn't know. Results could be (and often were) unpleasant for all concerned.

"Convention Liaison Manual" came about when a group of executives** directly concerned with conventions, met to standardize procedures. These men represented hotels, auditoriums, trade show managements and associations that stage conventions. They worked for years to establish responsibilities of meeting planners, hotels and convention bureaus. The manual is the result of their many years of labor.

* Address of American Hotel Assn. is 221 West 57th Street, New York 19, N.Y.

Over the years, we have worked with dozens of convention planning check lists. We have published many kinds of check lists. But the check lists in "Convention Liaison Manual" could serve as daddy for all convention check lists. With these lists, you could miss nothing that need be done when you plan a meeting.

What impresses us about this manual is its frankness. It doesn't dodge any of the problems that you often run into as a convention planner. For instance, it discusses complimentary suites, gratuities, discrimination, conflicting dates and overlapping — things that could be overlooked under pressure of planning for hundreds of details.

"Convention Liaison Manual" not only tells you as a convention planner what you should do, it tells the hotel and convention bureau their responsibilities to you. With this book under your arm, you should be able to make arrangements quickly and efficiently for any group function.

No matter what check lists you now use when you plan meetings, we advise that you check your lists against those in this new guide. If you don't use check lists, you need this manual.

** These are the groups that have representatives on the Convention Liaison Committee which produced the manual: American Hotel Assn., American Society of Assn. Executives, Council of Engineering Societies Secretaries, Hotel Sales Management Assn., Intl. Assn. of Convention Bureaus, Natl. Assn. of Exhibit Managers, Professional Convention Management Assn.



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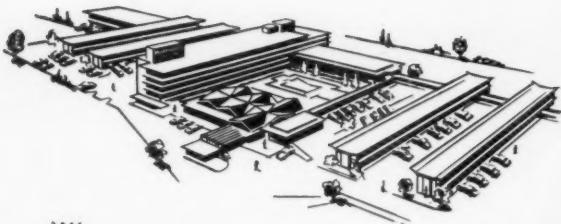
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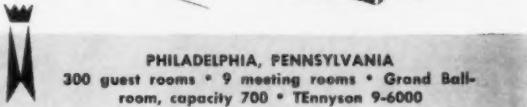
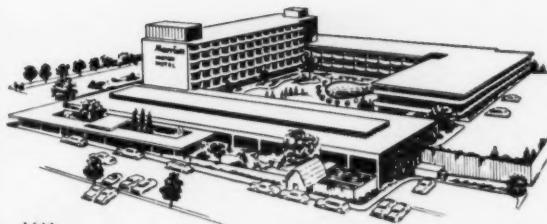
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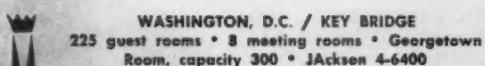
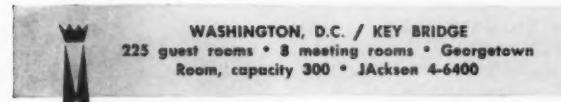
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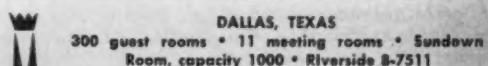
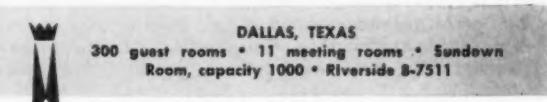
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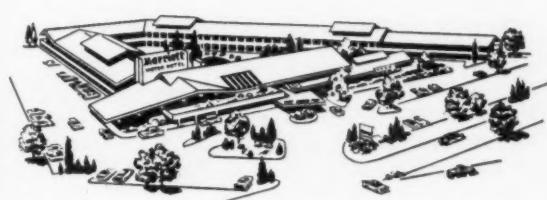
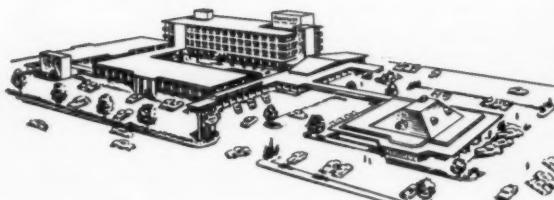
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Letters to the Editors

"Tax Party Rate"

Permit us to congratulate you on the very wonderful editorial entitled "Tax Men are Wrong" which appeared in the May 19th issue of your magazine. Such editorials are much needed today to quell the "tax party raids" being conducted by the IRS with respect to trade association conventions.

It is a disgrace to think that the mere presence of a businessman at a resort or other location for meeting purposes should be looked upon as an evasion of income taxes. In recent weeks our industry has experienced a number of instances of IRS review of companies' tax returns. Our members, when they go to meetings, work like hell and constantly complain that we provide no time to relax.

Keep up the good work! This whole matter needs to have more light shed upon it.

William H. Sardo, Jr.
Executive Vice-President
National Wooden Pallet Mfrs.
Assn.

Thank you so much for the tear-sheet of the editorial, "Tax Men are Wrong."

I am in complete accord with the views expressed therein.

A. Sydney Herlong, Jr.
Representative, Fifth District, Fla.
Congress of the United States
House of Representatives
Washington, D.C.

I should like to add my congratulations to the many I feel confident you have received on the outstanding editorial, which appeared in the May 19th issue of your great publication. While I am sure that you will agree with me that there have been instances where some have taken advantage of what are termed business expenses; this certainly cannot and should not affect the legitimate expense accounts of businessmen attending conventions, trade shows and conferences, and should not preclude the possibility of their wives accompanying them.

Business and particularly the hotel business is going through an

extremely difficult period, and meetings and conventions are more important and necessary today than ever before. Only when men in similar businesses can meet and discuss mutual problems of which there are many, will they be able to weather these difficult times.

Seymour Weiss
President and Managing Director
The Roosevelt
New Orleans, La.

Show Formula

Thank you for permission to reproduce the article "A Better Way to Pick Shows" by Robert Letwin, Editor, which appeared in Sales Meetings/Part II, Sales Management. I plan to use it in connection with the rating of the 1960 Upper Midwest Hospitality Show as made by the exhibitors.

Limited number of reprints will be made but it does tie in beautifully with the Upper Midwest show which is why I am anxious to use it.

M. J. Ocken
President
Upper Midwest Hospitality, Inc.
Minneapolis, Minn.

Looking for Book

Please advise how I may obtain a copy of the book "Exhibition and Display" by James Gardiner.

This book was mentioned in the May issue of Sales Meetings.

Arthur C. Ames
Sales Manager
S. E. Ryoff & Co.
Los Angeles, Cal.
► U.S. publisher is F. W. Dodge
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City.

What About Us?

I have just finished reading your May 19 issue concerning trade shows. This was an excellent issue, and certainly offered many fine ideas.

However, I feel that there is a very large, and important, area of trade show exhibitors that has been completely neglected in the way of suggestions for interesting

(continued on page 145)



AMERICA'S MOST COMPLETE RESORT HOTEL

FEATURING

Summer Rates—June through September
American or European Plan

560 Large, Comfortable Rooms and Suites
100% Air-Conditioned

Two Championship PGA Golf Courses

Twin Cascade Mountainside Pools

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Modern Decor by Dorothy Draper

Centrally located, Nationally

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PLUS THE WORLD-FAMOUS THERMAL BATHS

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You will be more than pleased with the service and special attention your meeting will receive at the Arlington. Reasonable prices, comfortable modern guest rooms, spacious, well-equipped meeting rooms, superb cuisine and unlimited fun and entertainment facilities make the Arlington your ideal convention site. For a smooth-running, pleasant meeting, choose America's most complete resort hotel, the Arlington.

WRITE OR WIRE

EDGAR A. MAY, Manager

THE

Arlington

100 FOUNTAIN AVENUE

HOT SPRINGS NAT'L PARK

• ARKANSAS •

Did you hear the one about the Traveling Salesman?

Here's a story that's being told in more and more sales circles across the nation. It's all about Eastern's Incentive Vacation Plan...the plan that gives salesmen free vacations in famous resort areas for exceeding sales goals.

Eastern's IVP is a *jet-powered* method of sparking sales at every level. And best of all, Eastern's IVP pays for itself. It either produces results or costs you nothing!

Eastern, with *proven* experience in IVP's, is best qualified to custom-tailor this *jet-powered* sales stimulator to fit your needs. Eastern serves the greatest resort centers in the United States, Puerto Rico, Bermuda, Mexico and Canada with the world's most advanced airliners.

Find out *today* all about this *jet-powered* incentive program. Write or call Incentive Vacation Department, Eastern Air Lines, Inc., 10 Rockefeller Plaza, New York 20, New York.



MUNICIPAL AUDITORIUM
Seats 6,065 — Exhibits 12,600 sq. ft.

VILLITA AUDITORIUM
Seats 1,850 — Exhibits 24,000 sq. ft.

COLISEUM — Seats 11,540
Arena-Concourse Exhibits 42,491 sq. ft.
Other-Covered Areas 338,000 sq. ft.

Added Attractions That Will Build Added Attendance

San Antonio has everything needed to make your convention, sales meeting or trade show a huge success.

Last year 200 meetings were held here with an attendance exceeding 104,250. Many of these groups have selected San Antonio consistently year-after-year.

HOTELS are unexcelled and can provide 2,560 air conditioned rooms. Also some of the finest motels in the nation offering another 1,300 rooms.

ENTERTAINMENT that is distinctively different can be staged indoors or at one of San Antonio's outdoor theatres.



MUNICIPAL INFORMATION BUREAU, CONVENTIONS DEPARTMENT
153G Navarro St. • San Antonio, Texas

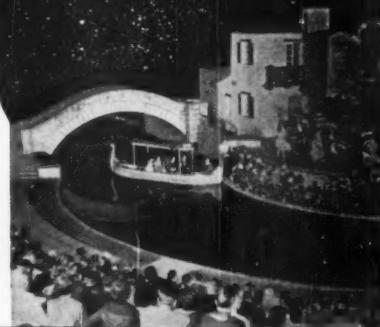
blended a modern dynamic city of over half a million. Everywhere are interesting things to see and do—added attractions that will build added attendance for any meeting. The famed Alamo; Mission San Jose, a National historic site and ancient missions—the charm of restored La Villita and the Spanish Governors' Palace—air might displayed at Randolph, Kelly, Brooks and Lackland Air Force Bases—beautiful parks and plazas—interesting old homes and unusual museums.

Side trips can be planned to nearby dude ranches, or to old Mexico.

Trained personnel will work with you to make your meeting an outstanding success regardless of its size. Get the facts today.

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Plush Conference Room
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CONVENTION DIRECTOR
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EXHIBITS • BANQUETS
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MATCHLESS CONVENTION FACILITIES!

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Ample phones, free parking • Individual air conditioning, audio system, projection equipment, microphone jacks • Stage and rostrum • Rheostat lighting • Dressing Rooms.

Adjoins Dunes Hotel, yet insures complete privacy • Separate Banquet kitchen • Flexibility permits efficient handling of from 10 to 1,000 persons (theatre style) • Complete bar facilities • 11 ft., six inch ceiling • Convenient Exhibit delivery entrances • Comfortable seating • Perfect acoustics • 650 to 1,000 for banquets.

450

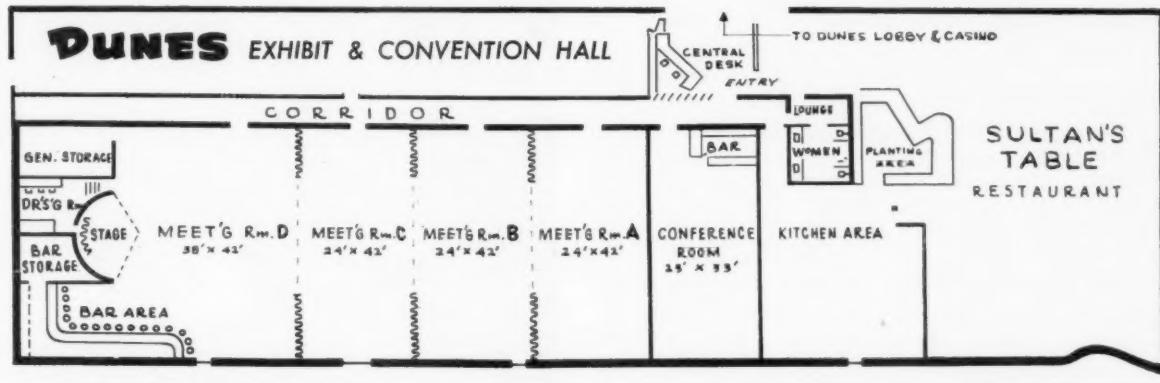
of the Most Luxurious Rooms in Las Vegas

36 Breathtakingly-Beautiful Suites

**The Only Resort Hotel in the entire West
With 3 Large Swimming Pools!**

RATES?

Our Low, Low
Rates are
POSITIVELY IRRESISTIBLE



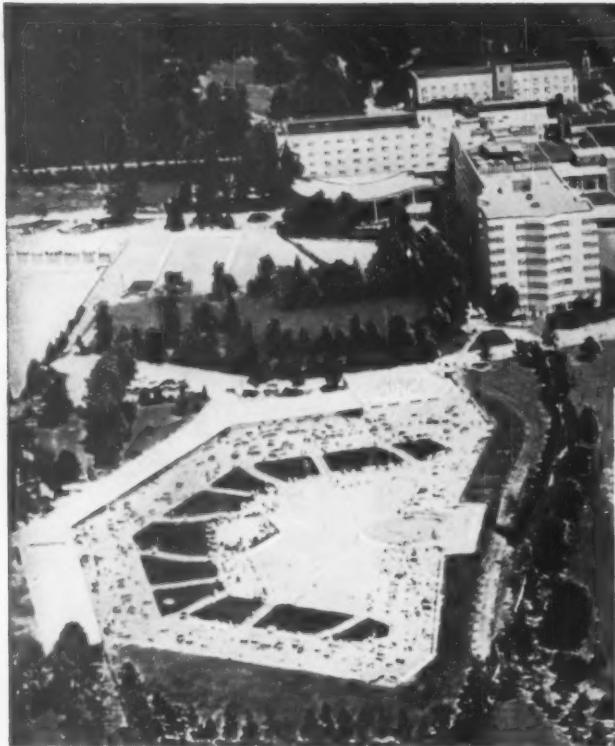
ARABIAN ROOM - Showplace of the Stars

Presenting These Great Arabian Room Stars—Frankie Laine • Jayne Mansfield • Frankie Vaughn • Tony Bennett • Zsa Zsa Gabor • Johnnie Ray • Spectacular Stage Revues.

SINBAD LOUNGE

ROBERTA SHERWOOD • BILLY ECKSTINE
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TV & Radio in all rooms (no extra charge!) . . . thermostatic Room Temperature Controls . . . acres of Free Parking



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at the famous

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where you get more
done while you have more fun!

More meeting rooms than any other hotel: Air Conditioned meeting and exhibit rooms, 10 to 3,000 capacity. Private dining rooms where conventioners discuss and fraternize. Plus 41,550 sq. ft. of unobstructed air conditioned floor space; 79,500 sq. ft. of single-level "drive-in" exhibit space, unlimited floor load; 60' x 60' elevated stage for heavy equipment displays. All meeting and exhibit facilities are yours at no extra charge when you meet at the Concord Hotel!

Every resort facility including: Two golf courses. Year-round, all-weather swimming, ice-skating, sun-bathing. Health clubs for men and women. All-star stage shows, three orchestras for dancing. All sports and activities. Modern shops. Over 1000 twin bedrooms. 75 executive suites. Dining room accommodates 2800. Nearby airport. Open all year, 90 minutes from New York City. We know how to keep your men (and their wives) busy, happy . . . and available for meetings!

The biggest and best come back year after year, including: Air National Guard. Gulf Oil. Allstate Insurance. Motorola TV. American Road Builders Assn. Dejur-Amsco. Philco TV. Metropolitan Life Insurance Co. National Lead Co. Ford. Mutual of Omaha. Westinghouse Electric Corp. National Theatre Owners Assn. N. Y. S. Kiwanis. N. Y. S. Wholesale Liquor Assn. Chrysler Motors.

For more information and new, illustrated Convention Booklet, call, wire or write Dept. SM.

CONVENTION OFFICE, 41 EAST 42ND ST., N.Y. 17, N.Y., YUKON 6-5910—OR CALL MONTICELLO (N.Y.) 1840



Imperial Room; up to 3,000 capacity.



Executive Bedroom with TV and two bathrooms.

THE CONCORD HOTEL
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Ray Parker, General Manager • Jay Cohan, Convention Sales Manager

Meeting and Show News

U.S. TOPS IN ITALY

Turin, Italy — In this age of comparisons between the free world and communist bulwarks, another comparison can't do any harm. Especially if the comparison tips in favor of the U. S. Newspaper columnist George Weller reports, "This year's centenary of Italy as a republic is marked by an exposition where the U. S., too often second to the Soviet Union in showmanship, at last takes a first. With a strong helping hand from American industry — tax deductible naturally — Tom Miller, the hefty Barnum of the Commerce Department, has put on a mobile, imaginative exhibit that makes the Soviet pavilion look like yesterday's yo-yo."

U. S. exhibit was devoted to the art and science of communication. Hand radio receiver, size of a ruler, was presented every visitor who walked through the U. S. exhibit. A voice in one of four languages explained what the visitor saw. One of the U. S. show stoppers was a mockup of a human brain which showed the thought process, according to Weller.



HOTEL CHECK-IN VIA TV

San Francisco — Guests check into Jack Tar Hotel here via closed-circuit TV. Registrant steps from his car in garage and steps into booth, where a pressure plate on floor automatically activates TV system. Customer can see hotel clerk at desk in lobby. In turn, clerk can see guest who wishes a room on his own screen. Accommodation and price is discussed. Clerk then merely presses a button to show an electrical floor plan of the hotel

which indicates which rooms are vacant. Customer may choose from the vacancies. Registrant fills out registration card and pipes it to desk via pneumatic tube. Check out can be done in a similar manner. Bill is shipped to customer and payment returned by tube system.

"HOSPITALITY" INSURANCE

Chicago — Now there is insurance protection for you as a host. Companies who entertain customers or employes at events where liquor is served may obtain liability insurance under a plan announced here by Geo. F. Brown & Sons, special risk insurance underwriter. Plan covers bodily injury, property damage and loss of means of support. Arthur R. Peterson, manager of Brown's liquor liability department, says, "Insurance will be available in all states." Policy means protection against damage suits growing from consumption of liquor at company-sponsored events such as convention-trade show "hospitality" parties. Cost will range from \$50 to \$190, depending on size and number of such events.

FAIRS NOT COMPETITIVE?

Honolulu — Reports out of National Governors Conference here has it that Washington's Governor Albert D. Rosellini and New York's Nelson Rockefeller verbally embraced the other's world's fair venture. Rosellini introduced a Century 21 (in Seattle, 1962) resolution to the governors with, "This fair will feature the most extensive science exhibit ever assembled. . . . The Science theme is as timely as the rocket shot fired at Cape Canaveral, which carried Commander Alan Shepard into space and catapulted all of us into a new era."

In response to Rosellini's resolution for governors to officially stand behind Century 21, Nelson Rockefeller happily seconded the bid. "The two fairs are not in competition with one another," Governor Rockefeller said, "We in New York want to cooperate with the Seattle World's Fair in every way we can." In return, Rosellini "embraced" a similar New York World's Fair, 1964-65, resolution when introduced by Rockefeller later. Resolutions were introduced to gain

**CONVENTION
PERFECT!**



4 BEAUTIFUL BALLROOMS

New Windsor Ballroom with adjoining Reception Foyer, seating 800 • Grand Ballroom — New York's largest — seating 1500 (plus 400 in one tier of boxes). • 2 other ballrooms accommodating 600 each. Can be used with adjoining Grand Ballroom.

MANY PRIVATE SUITES

for small meetings, luncheons, dinners to accommodate 20 to 500.

2000 GUEST ROOMS & SUITES
Air-Conditioning • Television

DELIGHTFUL RESTAURANTS
Fine cuisine at reasonable prices.

CONVENIENT MIDTOWN LOCATION
Right at Grand Central; near Rail and Air Terminals, UN and Theatres, and 5th Ave. Shops

**THE NEW HOTEL
Commodore**

42ND ST. AT LEXINGTON AVENUE, NEW YORK 17, N.Y.
CHARLES E. QUAIN, SALES DIRECTOR • MU 6-6000

THESE GROUPS ENJOYED THE PERSONAL TOUCH



The outstanding groups listed to the right have discovered what makes a convention so memorable at the Shoreham Hotel and Motor Inn in Washington. It's our *personal* touch — the expert, *individual* service that we give every group, large or small.

You'll find no stiff rule-book attitude at the Shoreham. Whether you want to "move a wall" or change a salad, our convention staff are always ready to give you their *immediate* personal attention.

And we've the finest facilities for groups of every size: 700 beautiful air-conditioned guest rooms for conventions in the hotel and motor inn, accommodating 1400 persons... 25 meeting and banquet rooms accommodating any number from 35 to 1000... outdoor swimming pool... and 44,000 square feet of drive-in exhibit space. For complete Convention Portfolio, write John E. McMurtagh, Director of Sales.

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Detroit, WO 2-2700 • Atlanta, JA 4-3486 • Miami, PL 4-1667

A FEW OF THE ORGANIZATIONS WHO HELD THEIR CONVENTIONS AT THE SHOREHAM DURING 1959-60

ASSOCIATIONS

- Air Transport Assn. of America
- American Alumni Council
- American Bar Association
- American Industrial Bankers Assn.
- American Medical Association
- American Pharmaceutical Assn.
- American Public Power Assn.
- American Society of Testing Materials
- American Trucking Assn., Inc.
- Assn. of Industrial Advertisers
- Milk Industry Foundation
- National Assn. of Broadcasters
- National Association of Mutual Savings Banks
- National Association of Photographic Manufacturers
- National Automobile Dealers Assn.
- National Candy Wholesalers Assn.
- National Electrical Manufacturers Association
- National Food Brokers Assn.
- National Lumber Manufacturers Association
- National Travelers Aid Assn.

INDUSTRY

- The Coca-Cola Company
- Esso Standard Oil Company
- Ford Motor Company
- International Business Machines Corporation
- Johnson and Johnson
- Lever Brothers
- Norge Sales Corporation
- Parke, Davis and Company
- The Pepsi-Cola Bottlers' Assn.
- Piggly Wiggly Corporation
- Ralston Purina Company
- Sperry Gyroscope Company
- Sylvania Electric Products, Inc.
- U. S. Gypsum Company

INSURANCE

- General Insurance Co. of America
- Great Central Life Insurance Co.
- International Union of Marine Insurance
- Liberty National Life Insurance Co.
- Metropolitan Life Insurance Co.
- Mutual Insurance Agency Assn.
- Peoples Life Insurance Company
- Prudential Insurance Company
- Shenandoah Life Insurance Company

CLUB AND FRATERNAL

- Alpha Sigma Tau Sorority
- Beta Chi Sorority
- Daughters of America
- General Federation of Women's Clubs
- P. E. O. Sisterhood
- Phi Gamma Delta Fraternity
- Rotary International Club

OTHER GROUPS

- American Forest Products Institute
- American Rocket Society
- Chamber of Commerce of the U. S.
- Fifth International Congress on Nutrition
- Fourth Marine Division Assn.
- National Council, Boy Scouts of America
- National Institute of Governmental Purchasing, Inc.
- National Recreation Congress
- 91st Infantry Division
- 95th Infantry Division
- Tax Executives Institute, Inc.
- Tax Foundation, Inc.
- U. S. Savings and Loan League
- United Steel Workers of America



Meeting and Show News

(continued)

nation-wide acceptance of the fairs. Rosellini invited states to join into a link of solidarity with participation in a "Plaza of the States" program, at no expense to them. States exhibit would be in the form of a circular mall, with flagstaffs flying state flags around the perimeter of the mall. Each state would be entitled to have illustrated its contribution to the world of tomorrow, under the plan. Achievements would be cast in plaques and imbedded at the base of the flagpoles. To symbolize the union of states will be a font of fire, located in the center.

Despite the governors' reciprocal blessing and air of no competition, people within exhibit industry still voice a mute question, "Are not in fact, the world's fairs competitors?" Exhibitors who can afford to participate in both fairs only two years apart are certainly in the minority.

UP METAL SHOW SESSIONS

Detroit — Ten U. S. technical societies and trade associations, with a combined membership of more than 100,000, will present 62 half-day technical sessions at the Metal Show in participation with sponsoring American Society for Metals, Oct. 23-27. Sessions will run concurrently with presentation of ASM's educational exhibit on materials and materials processing at Cobo Hall. Increase in number of technical sessions is largely due to American Welding Society and American Gas Assn.'s entrance this year, according to ASM.

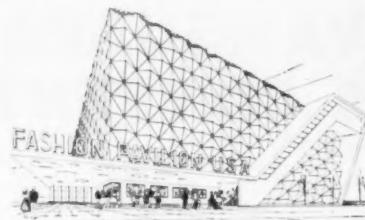
RUSSIANS SEEK FAIR DESIGN

Moscow — Soviet Government has announced an open contest for best design of an emblem for its 1967 World's Fair here. Emblem should denote the "Progress and Peace" slogan adopted for the Moscow fair. Prizes will be awarded for the best designs determined by a panel of judges, headed by chief architect of the fair, Dimitry Chechulin, says Moscow.

SURVEY RESULTS IN SHOW

New York — American Institute of Electrical Engineers asked its membership this question: Should a technical meeting of electrical engineers

have its sessions supplemented by exhibits on products and services? More than 70% of membership replied a firm "definitely, yes." Result? First industry wide Electrical Engineering Exposition will be held here in the Coliseum, Jan. 29-Feb. 2.



PLAN FASHION PAVILION

New York — J. V. Connally Co., New York City public relations and management firm, has recently announced plans for its Fashion Pavilion-U.S.A. to be firmed in the near future. Architectural sketch of the pavilion has been drawn and final details and financial report will be presented to the New York World's Fair authorities in the near future. According to V. T. Martens, Connally Co., cooperative building will feature "only the finest and most representative of American high fashion in fabric, jewelry, sports wear, men's fashions, boutique, lingerie, accessory and designer fields."

Space for exhibitors is available in units from 300 to 2,000 sq. ft. at one all-inclusive price for the two years of the fair. Charges will include the following services: architecture, construction, landscaping, interior decoration, building maintenance, guards, utilities, insurance, building management, public relations, second year building renovation, organization and supervision of fashion shows and final demolition of the building.

Sole additional cost to exhibitors in the Fashion Pavilion-U.S.A. would be design and construction of exhibits, expense of maintenance of exhibit, and staffing, according to Connally Co.

Exhibitors are to participate through a non-profit corporation set up by Connally Co. Unused funds at termination of the fair would be returned to exhibitors early in 1966, says Schyler A. Orvis, Jr., vice-president, Connally Co.



180-Acre Bermuda Estate Available for Your Next Meeting

only 2 hours near N.Y.

Discover the unique benefits of bringing your group to the Castle Harbour in Bermuda. So close by, yet "away from it all," conventions get things done in a most enjoyable atmosphere. Castle Harbour offers excellent facilities with all the latest equipment for sales meetings, conventions and sales incentive groups up to 500 persons. Your group stays together (300 air-conditioned rooms) and plays together (championship 18-hole golf course, tennis, beach or pool swimming, water sports, all within our own grounds). Complete convention brochure from your travel agent or Hotel Counsellors, Inc. (affiliated with Edith L. Turner Hotel Representative Inc.) 60 E. 42 St., N.Y. 17. TN 7-1450. In Chicago 30 N. Michigan Avenue. In Boston 250 Boylston Street.

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Castle
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In fashionable Tucker's Town, Bermuda.
John C. Fischbeck II, Pres. and Gen. Mgr.



NOW! TCA'S VANGUARDS LINK U.S. TO CANADA'S CONVENTION CITIES

TCA's new Vanguards now link New York and Chicago to Toronto. Service from Chicago to Montreal starts mid-summer.

TCA's Vanguard passengers fly above weather at 425 mph—relax in luxurious surroundings—and enjoy the warm spirit of "Welcome-Bienvenue" hospitality. They thrill to unforgettable views through wide picture windows—and

upon arrival, deplane *immediately* on the Vanguard built-in ramp.

The Vanguard offers a new way to reach Canadian cities—long the favorites for conventions. Canada's gracious hosting! Superb facilities! Excitingly "different" things to see and do! All these and *now*—the Vanguard way to reach them! Make this year's convention the best ever . . .

Fly the Rolls-Royce Way To and Across Canada!

TRANS-CANADA AIR LINES  **AIR CANADA**

For a meeting with everyone's approval, the

10 MILLION DOLLAR*CONVENTION PLAN

*The incomparable facilities of the SEVILLE
—one of Miami Beach's most magnificent hotels*



Seville
HOTEL

A Complete Oceanfront Block, 29th to 30th Sts., Miami Beach

* Yes, the SEVILLE offers your group a truly wonderful plan, combining unsurpassed facilities with fun, luxury and comfort for a "meeting with everyone's approval!"

- Grand Ballroom with no view-obstructing columns, seating 2000 at meetings, 1500 at banquets
- Seven meeting rooms for groups of 10 to 500
- 50,000 square feet of choice exhibit area
- Sunlit pools, cabana and play areas for outdoor fun and meetings
- Complete inventory of equipment

**FREE 21" TV AND RADIO IN EVERY ROOM
500-FT. OF PRIVATE WHITE SANDY BEACH
2 POOLS • 100% AIR CONDITIONED**

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PUT ALL YOUR EXHIBITS ON

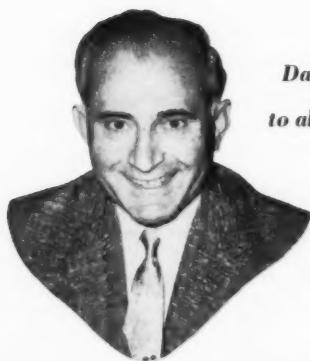


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The Sherman has added 10,000 square feet to its already large convention exhibit space. The total is now 50,000 square feet . . . all on one floor and all air-conditioned. No time lost racing around town . . . no stair climbing . . . no crowding into elevators. But single-floor convenience isn't all. The Sherman also offers 27 air-conditioned meeting rooms accommodating 10 to 2,000, plus exceptional banquet facilities for functions of any size.

- 1,501 redecorated rooms, all air-conditioned.
- Radio in every room—TV in many.
- World-famous restaurants: The Porterhouse, offering wonderful steaks—Well of the Sea, seafood flown fresh daily from the principal rivers, lakes, and oceans of the world. And for exceptional food at considerate prices, the smart Celtic Grill and Cocktail Corner are long-time favorites of Chicagoans and visitors. The Coffee Shop and the Snack Bar provide excellent meals quickly.
- The Sherman is in the heart of Chicago's shopping, theater, and financial district.
- Drive-right-in convenience—the only hotel in Chicago with on-premise garage facilities. No waiting for busy doormen when you arrive . . . no waiting for delivery when you leave.



Danny Amico, Vice President and Director of Sales, backed by highly qualified staff, is on hand day and night to attend to all your convention requirements. For help in planning your next convention, phone, wire or write Danny.

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*Experienced
Display
Specialists
for*

**TRADE SHOWS
SALES MEETINGS
MODELS
DIORAMAS
ANIMATION
PORTABLE
EXHIBITS**

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Shows and Expositions CALENDAR

Some leading trade/industrial shows scheduled during next two months. For more facts on these shows (and all other exhibit events throughout the world) refer to EXHIBITS SCHEDULE*.

AUGUST

- 6-10 Pittsburgh, Penn-Sheraton Monument Builders of America
- 6-10 Washington, D. C.
Natl. Dental Assn.
- 6-11 Washington, D. C.
Natl. Funeral Directors & Morticians Assn.
- 7-11 St. Louis
American Bar Assn.
- 7-11 New York, Trade Show Bldg.
American Housewares Show
- 11-17 Detroit
Executive Stewards & Caterers Assn.
- 13-16 Chicago
Natl. Assn. County Officials Road Building Show
- 14-17 New York City, Commodore Hotel
Natl. Medical Assn.
- 14-18 Montreal, Queen Elizabeth Hotel
Florists Telegraph Delivery Assn.
- 16-20 New York City, Statler-Hilton
Beauty & Barber Supply Institute
- 17-19 Houston, Shamrock-Hilton
Intl. Water Conditioning Assn.
- 20 Chicago, Sherman Hotel
Assoc. Fishing Tackle Mfrs.
- 20-24 Detroit, Auditorium
Amer. Veterinary Medical Assn.
- 24-29 Miami Beach, Americana Hotel
American Podiatry Assn.

SEPTEMBER

- 5-8 Chicago, Intl. Amphitheatre
Natl. Chemical Exposition
- 6-12 Montreal
Furniture Mfrs. Assn.
- 8-12 Banff, Alta., Banff Springs Hotel
Canadian Veterinary Medical Assn.
- 10-15 Washington, Shn-Park & Shoreham
Amer. Surgical Trade Assn.
- 11-14 New York City, Coliseum
Industl. Bldg. Exposition & Congress
- 11-14 Milwaukee, Auditorium
Soc. Automotive Engrs. Natl. Farm Construction & Indstl. Machinery Show
- 11-15 Los Angeles, Sports Arena
Instrument Automation Conf. & Exhibit
- 14-17 Jackson Lake, Wyo.
Natl. Assn. Travel Organizations
- 15-18 Miami Beach, Fontainebleau Hotel
Natl. Builders Hardware Exposition

*Exhibits Schedule available at \$25 a year by subscription only.
Write: Exhibits Schedule, 1212 Chestnut St., Philadelphia 7, Pa.

15-19 Chicago, Palmer House
American Meat Institute

16-24 W. Springfield, Mo.
Eastern States Exposition

17-19 New York, Trade Show Bldg.
Institute of Surplus Dealers

17-20 St. Louis, Sheraton-Jefferson
Natl. Conv. Locker & Freezer Provisioners

20-22 Minneapolis, Leamington Hotel
Natl. Electrical Farm Power Conf.

21-30 Miami Beach, Deauville Hotel
Amer. Roentgen Ray Society

23-27 Chicago, Conrad-Hilton
Natl. Stationery & Office Equipment Assn.

23-27 Cleveland, Auditorium
Natl. Tire Dealers & Retreaders Assns.

24-27 San Francisco, Mark Hopkins Hotel
Amer. Institute of Supply Assns.

24-28 Montreal, Queen Elizabeth Hotel
Master Brewers Assn. of America

24-28 Pittsburgh, Pittsburgh-Hilton
Printing Industry of America

17-21 Minneapolis, Leamington Hotel
Public Works Congress & Equipment Show

25-28 Atlantic City, Convention Hall
American Hospital Assn.

25-28 Washington D. C., Shoreham Hotel
Life Office Mngt. Assn.

27-29 New York City, Barbizon Plaza
Amer. Assn. of Medical Clinics

27-30 New York City, Commodore Hotel
Natl. Assn. of Photo Lithographers

28-30 Buffalo, Statler-Hilton
Amer. Assn. Textile Chemists & Colorists

28-30 Seattle, Olympic Hotel
Amer. Soc. of Clinical Pathologists

28-30 Chicago, Edgewater Beach Hotel
Laundry & Cleaners Allied Trades Assn.

29-7 St. Paul, St. Paul Hotel
Natl. Fed. Licensed Practical Nurses

30-5 Montreal, Queen Elizabeth Hotel
Intl Assn. Chiefs of Police

what's new in exhibits?

For an experienced display builder to receive compliments on his work is not necessarily news—but when five clients take the trouble to write completely unsolicited letters of this sort, all almost at the same time, we feel pretty good about it. So we've decided to use our "WHAT'S NEW" space in this issue to quote them.*

FROM CARY CHEMICAL:

" . . . my extreme gratification to you and your group for the excellent construction of our booth. As you know, we had fine reception and numerous inquiries, which I strongly feel will lead to new business in the future."

FROM COMBUSTION ENGINEERING:

" . . . the wonderful appearance of our recent exhibit in Washington, D. C., which was very capably designed and constructed by Ivel . . . selected by Franklin Institute for their museum."

FROM BRENTANO'S:

"The installation of your SelectaSell fixtures was completed in our paper book department today. I was very anxious to tell you that we are enormously pleased with their appearance and efficiency, and we feel that they will sell a great many books for us per square foot of space used."

FROM PEPSI-COLA:

" . . . our 1961 Sales Power Workshops are already an overwhelming success. Not only are your props functional and spectacular in appearance, but they are also very durable and well protected. One set survived a flood in the South and the other set came through an accident in which the tractor of the truck was completely demolished."

FROM SINGER:

" . . . the sincere appreciation of Singer's Public Relations Department for Ivel's excellent and professional handling of our Annual Meeting of Shareholders."

* Full text on request.

These five widely different projects show the versatility and dependability of Ivel's extensive skills. We've a big list of happy clients—you, too, can join the club!

IVEL CONSTRUCTION CORPORATION

Designers and Builders of Quality Displays

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LARGEST CONVENTION RESORT IN THE WORLD...

INCOMPARABLE MEETING FACILITIES FOR UP TO 10,000 PEOPLE!

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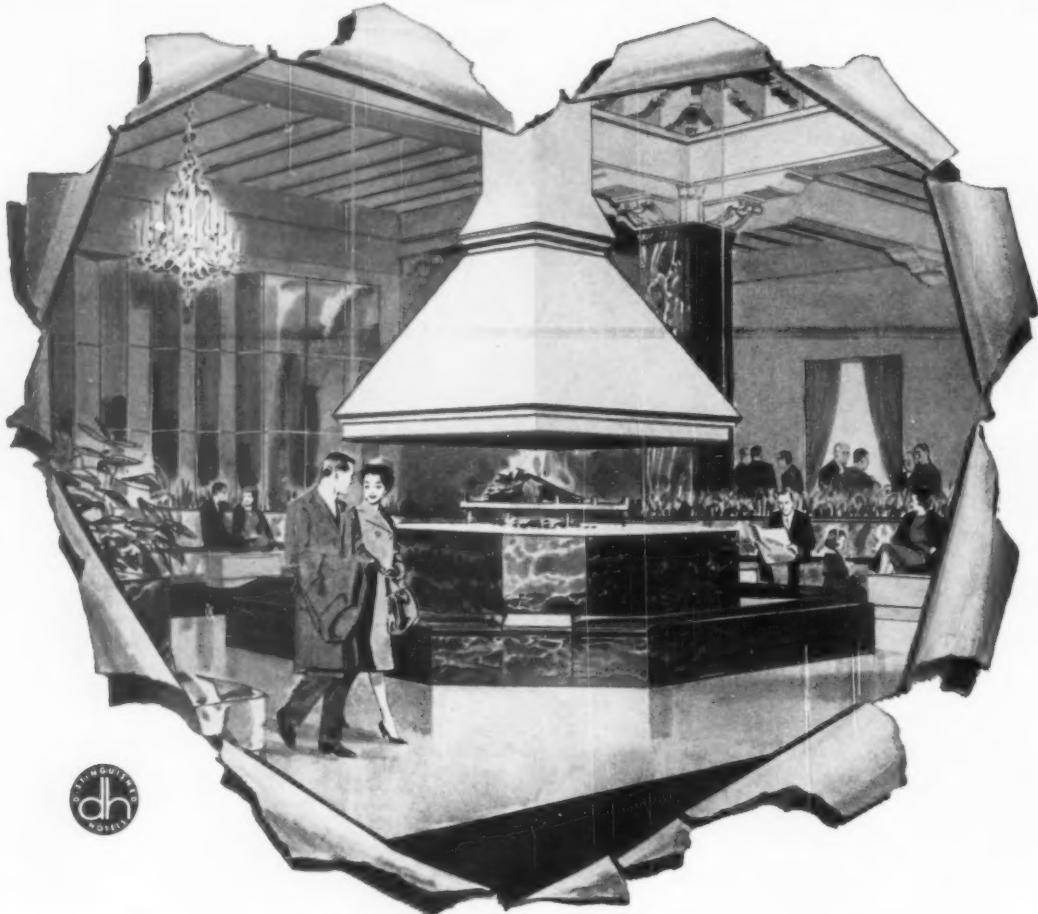
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*Neglected
Half of
Sales Meetings*

By JACK H. YESNER*

**Selling
Skills
Training**

WAITING for a connecting plane at Washington's National Airport not long ago, I ran into a veteran pharmaceutical salesman from the city where I had once plied the same trade. Joe had been something of a friend as well as a competitor, and it wasn't long before he was unburdening himself about the district sales meeting from which he was returning.

"Right now," he said, "if I thought I'd ever have to go to another sales meeting and have to do the role-play bit, I'd quit!"

It wasn't necessary to urge him to continue. "In the first place, the whole thing sounds phoney—and how else could it sound? You never get real reactions from some guy 'playing' the role of the doctor. Hell, I can tell exactly how a doctor's reacting to my pitch by his tone of voice and the kind of questions he asks. You just can't do this in role-play or even come close."

Later, on the plane to New York, I thought about Joe's criticism which had been warmed with an obvi-

* Formerly assistant to the sales manager, U. S. Vitamin & Pharmaceutical Corp.



TAPE RECORDER, rigged in attache case, permits supervisor to trigger tape unnoticed as he observes field sales call.

Meeting Begins with Outline Form

Sales Story Outline for (product)	
Chief Competitive Products	Who to detail & indications:
Benefits of USVP product over competitive products or older therapy:	
1 -	2 -
3 -	4 -
5 -	6 -
Proof of benefits:	
1 -	2 -
3 -	4 -
5 -	6 -
Attention-getting openings:	
1 -	2 -
3 -	
Future Objections:	
1 -	2 -
3 -	4 -
Logical Answers	
1 -	2 -
3 -	4 -
Applicable "District Attorney" questions:	
1 -	2 -
3 -	
Action-Inspiring closing:	
1 -	2 -
3 -	
Specific follow-up for detail:	
Further notes and detailing techniques applicable to this product:	

READY-MADE outline forms distributed at meeting.

ous personal resentment. I had to agree with him about role-play as a sales meeting device, and I felt the same way about having salesmen tape their "sales talk" for play-back before the group for critique. Both methods produce stilted and artificial results—and sometimes even worse if a home office sales executive is the "prospect". Many men recoil from role-play because, as Joe put it, "You can't judge how well a fish can swim when you see one flopping around on the beach, can you?"

But role-play and group critique of recorded sales talks are attempts, however heavy-handed, to give some badly needed attention to the development of selling skills which is the neglected half of sales meetings.

Generally Overlook "Dialogues"

A thoughtful review of marketing periodicals will show that audio-visual techniques have found an unlimited (and frequently undiscriminating) market in group sales training. And it would appear that they

absorb the lion's share of a meeting's budget, time, and creative effort. This impressive battery is wheeled up to drive home product information and to motivate salesmen as strongly as possible to build each and every sales presentation around a framework of memorized "customer benefits." But in the show-how portion of sales training, the fact that selling interviews are dialogues, not monologues, is generally overlooked.

"Thrust and Parry" of Interview

Neither role-play nor taped sales talks reflect the "thrust and parry" of a real sales interview. As Joe implied, inflections of tone, content of questions, and significant pauses are missing. These "feedback" directions from the prospect speak volumes to an experienced and perceptive salesman; they guide him to adjust his presentation as needed to anticipate questions, answer unasked questions, and know when to close.

Let's consider how modern communications technology can be used to raise the level of take-home

skill of the sales meeting participant, be he apprentice or veteran.

Tapes of Actual Presentations

Suppose you had a collection of tape recordings of actual sales presentations made by men of varying degrees of experience in your sales force. And suppose that these were completely unrehearsed, being recorded during sales calls without the knowledge of either the salesman or the prospect. Here, preserved on tape for re-creation on demand, is the whole "selling situation" from opening words to action-motivating close, from technical questions to spurious objections, from the cooperative buyer to the wildest eccentric—

not poorly approximated nor stilted by nervousness, but authentically "live".

Taped recordings of this kind provide the basis for a group of critique and discussion method of training by which salesmen can both learn and evaluate their own selling skills in a non-threatening environment. Result is a sales meeting in which spontaneous and enthusiastic participation is not the product of silly hats and stunts.

Although contrary to all the rules of good educational practice, most sales meetings are made up of participants with varying periods of company service and even wider disparities in selling experience. Around the training table you will find the Neophytes, who don't know which side of the product is north;

(continued on page 146)

How to Tape Sales Call *(Techniques and Precautions)*

- Attache case containing the tape recorder (see page 33) is an effective and unobtrusive way to obtain tape recordings by the sales or training supervisor who accompanies salesmen on calls.

- Before salesman and supervisor enter the prospect's presence, concealed microphone switch (on handle post) should be turned on so that no part of interview is missed.

- Audio conditions in prospect's office should be evaluated quickly. If there is background noise—typewriter or other loud machinery in operation in the room or an open window that admits high-level traffic noise — recorder should be shut off at once.

- For best results, case that contains recorder should rest on supervisor's lap with microphone (decorative area under handle) facing interview participants.

- Other than necessary introductions and farewells, the supervisor should not speak during recorded interview. At beginning of the day, he should advise the sales-

man that he is just "observing" and will not join in the selling effort.

- To assure getting on tape the closest thing to his routine sales presentation, salesman should be allowed to settle down with a call or two before you record interviews.

- Tapes should be identified by serial number and district or division of origin only. Never put a salesman's name on a reel of tape made of his presentation. It should not be subject to identification at the home office nor when taken to a sales meeting for playback.

- Before having the tape transcribed, delete all names so that they do not appear either in the recorded or written version.

- After most men have attended a tape-structured sales meeting, the sales or training supervisor should be prepared when meeting a man for a day's field work for a question about whether he will be taped. Frequently, suspecting that they have been recorded, salesmen will want to hear

the tape after leaving the prospect's office. While this is the finest kind of curbstone conference, should never be done when collecting tapes for use at sales meetings. If desired, individual field managers can be provided with equipment for use with the salesman's knowledge in field training.

- Any typist familiar with dictating machines can transcribe the tapes; only one thoroughly familiar with the product, its terminology and applications can transcribe them quickly and accurately.

- Many repetitious phrases, stammerings, incomplete sentences half-expressed ideas and inconsequential conversation will be found in a recorded sales interview. It is of great teaching value to have all such extraneous matter transcribed verbatim for use in the training sessions.

- Tape recorder-attache case, transcribing-amplifying equipment and other accessories used by author are products of Mohawk Business Machines and distributed by Soundscriber Division, McGraw-Edison, under the trademark, Midgetape.

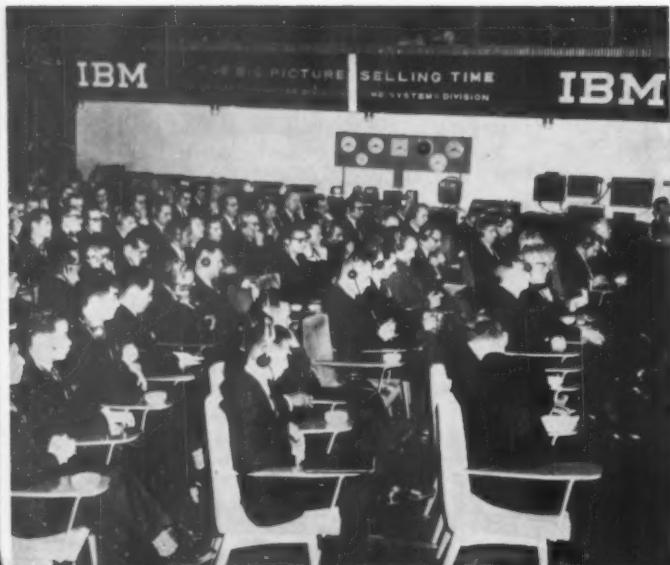
IBM

1960 EUROPEAN HUNDRED PERCENT CLUB

PALAZZO DEI CONGRÈS



IBM Meetings Around the World



RECORD NUMBER—1,560 salesmen—assembled this spring for IBM World Trade Corporation's Hundred Percent Club in five cities: Rome, Tokyo, Buenos Aires, San Jose and Quebec.

Largely by their efforts, the company had rung up new highs in sales for 1960—\$372 million in data-processing equipment, electric typewriters, time systems, and supplies and services—in 90 countries where the firm operates.

Held annually since 1950 (year following the formation of IBM's international subsidiary) the clubs serve to recognize and reward top salesmen all over the world who have met or bettered their quotas. Meetings are a blend of inspiration and incentive mixed with education, entertainment and good fellowship.

◀ **JAPAN**—Earphones relay translations to English.

ONVENTION



ROME'S Palazzo dei Congressi is IBM meeting site at which 1,169 European areas salesmen congregated for three day convention.



ROME—TV cameras televise equipment exhibits.

the World

Each of the international company's regions holds its own meetings.

An innovation at this year's clubs was attendance of a selected group of customer engineers—men whose skills see to it that every machine works properly for the customer.

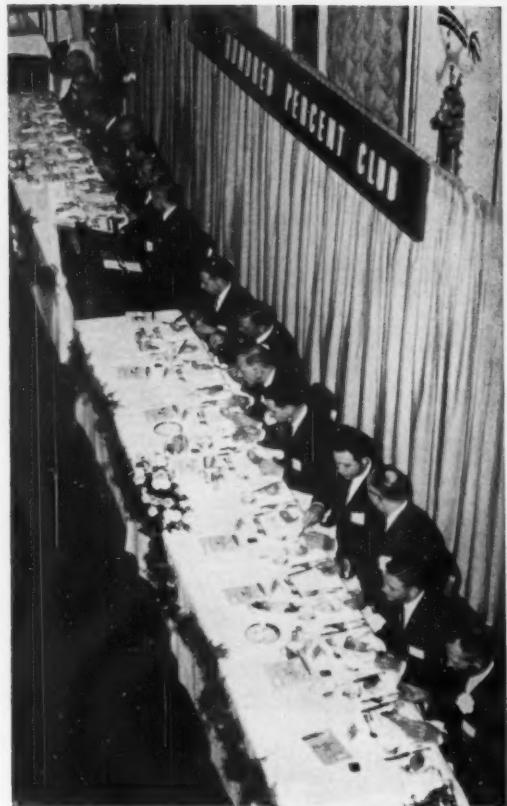
While many of the club ingredients are familiar—speeches and awards, press conferences and demonstrations, sounds of applause and cameras' clicking—these were conventions with a difference. That difference was the new look at the salesman's role: a man whose experience and professional ability keep in stride with the rapid advances and refinements in the products he sells; and a man whose most important sale is always the next one.

COSTA RICA—Entertainers are part of award banquet. ▶





BUENOS AIRES—IBM Club membership awarded.



CANADA—Execs form head-table at banquet for IBM 100% sales club in Quebec.



WASHINGTON—IBM World Trade Corp. sales leaders and wives take tour of capital. Other stops were plants and New York City.



DEMONSTRATORS put on continuous performances at Monsanto exhibit to create show-stopper at half the usual cost.

Twice Impact at Half Cost

Monsanto with short budget for Plastics Exposition takes new tack. Rents turntable and earphones and creates demonstration center as focal point of exhibit. Captures and holds crowds.

DON'T KNOCK FATE. Sometimes the darkest cloud hides the brightest light. Ask George Gross, advertising manager, Monsanto Chemical Company.

Monsanto had signed early for a large booth area at the National Plastics Exposition, New York Coliseum last month. A few months after booking the 25 ft. by 65 ft. space, the budget that normally would be available for an exhibit wasn't there. A dark cloud hung over plans. There wasn't enough budget for what Monsanto would normally spend for a large exhibit at an important show.

Necessity Sparks Ideas

But, old mother Necessity sparked some bright ideas. Not only did Monsanto have a respectable exhibit,

it had one of its best. And at about half normal cost!

With the help of exhibit builder GRS&W, Pittsburgh, Monsanto created a demonstration-oriented exhibit that beat anything it has ever tried. Central element of its exhibit was a large revolving platform (rented). In front of the turntable which was about a foot high, were 24 molded plastic chairs. The chairs were borrowed from the new auditorium Monsanto is building in St. Louis.

Small speakers in plastic, bullet-shaped units were on gooseneck swivels and fastened to the chairs. A demonstrator on the turntable lectured via a wireless microphone and the sound was transmitted to chair speakers. In addition to speakers on chairs, a row of 12 additional "phones" were available around the periphery

of the exhibit area. Thus, 36 people could hear the demonstrator's spiel at one time.

Monsanto hired two demonstrators. One is a professional actor, Bob Kennedy (no relation to the Washington Kennedys) and the other is science editor of station WBZ-TV, Boston, Dr. Jonathan Karas. These men were selected for their ability to hold an audience.

20-Minute Demonstrations

Demonstrations of special properties of Monsanto plastics were given in a 20-minute period. One demonstrator worked at a time. When he tired, the next man took over. Demonstrations were kept going continuously.

This is the way the exhibit worked: As visitors approached the Monsanto

booth, two girls in chic uniforms offered them quiz cards to be used for a drawing for a portable TV set. The girls suggested that visitors get the answers to the simple quiz by watching and listening to the demonstrators. If seats were available, hostesses ushered visitors to seats. If all seats were taken, they handed visitors "phones" on the periphery.

Button Controls Turntable

Around the circumference was a table on which were simple lab-type experiments and equipment. As soon as the demonstrator finished one experiment, he pressed a button and the turntable rotated. He stopped the turntable by a second push on the button when the next experiment was centered before the audience.

While the demonstrator lectured about a particular plastic, an assistant set up the next experiments. Thus, demonstrations kept going throughout show hours.

Visual Appeal

Some of the demonstrations were quite simple, but all had visual appeal. A sledge hammer was allowed to fall on a plastic helmet to show impact resistance. Plastic containers were taken from a dry-ice chest and subjected to the lecturer's weight to show how one type of plastic could hold up under adverse temperatures.

Eggs were fried on a vinyl-coated sheet of metal to show special properties of vinyl coatings.

In all visitors watched 20 separate demonstrations, each different. It took four months to dream up the demonstration ideas, according to George Gross. Product managers pondered on how to show unique qualities of their products in a dramatic way. Each of the 20 demonstrations was new for Monsanto.

Two Days to Learn Script

It took only two days for hired lecturers to learn the script, written by Gross. To insure that major points would not be missed, small cards with copy were taped on the top of the circular demonstration table. As the table turned, a new card was in view of the lecturer. He could glance down and pick up major points to cover should he forget.

While the basic script was set, each lecturer presented it in his own way. One tended to ask questions of the audience more than the other. Each used whatever style came most naturally to him. This made demonstrations flow smoothly and effortlessly.

After each demonstration, the lecturer held up a card on which the name of the product was spelled out so that visitors would see the name as well as having heard the lecturer mention it. As he showed the name,

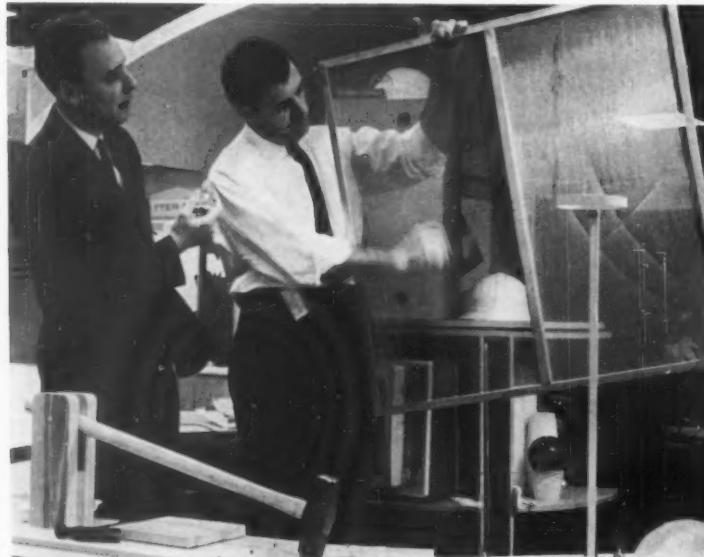
the lecturer told the audience that booth attendants in gold coats were at the wings of the exhibit and ready to go into more detail and answer all questions.

Old Units on Side

Side sections of the exhibit were units used in past shows. These units included private consultation rooms. On one side of Monsanto's current exhibit was an operating injection molding machine. It was lent to Monsanto by Ankerwerk International who supplied an operator. Small plastic bowls turned out by the machine were giveaways. Because this part of the exhibit cost Monsanto nothing, and because its main exhibit unit (turntable) was rented, and because its modern chairs were borrowed from its own auditorium, and because side units were not new, Monsanto ended up with half the exhibit cost at the Plastics Show than it would have had normally.

Small Seminars

In addition to the exhibit, Monsanto maintained a different kind of hospitality suite in the Essex House Hotel. Instead of a place to offer simply warm friendship over a drink, Monsanto created small seminars. Booth personnel invited show visitors to attend these product seminars — and they came in large numbers. Beginning at 5 p.m., seminars were



AD MANAGER George Cross (left) coaches Dr. Jonathan Karas on how to perform demonstration in rehearsal before exhibit opens at show.



ANOTHER demonstration is rehearsed as Dr. Karas' assistant stands by ready to help arrange apparatus. Rehearsal paid off in smooth presentation.

staged by technical service and marketing development staff.

According to Edmund D. Kennedy, director of advertising, Monsanto's booth played to near capacity at all times. Gold-coated booth personnel watched seated visitors for signs of special interest. When visitors were ready to get up from the demonstration area, personnel was ready to

take further advantage of their "captive" state to discuss products and applications.

Care with Script

Demonstration script was carefully prepared for the show. "It had enough technical content so that technical people would not consider

it too elementary," Gross explains, "but not too technical to discourage non-technical end-users."

On the basis of success, Monsanto very well may use this demonstration technique many times in the future. It has three big features you can't knock: It attracts crowds; it tells a product story in a painless way; it is relatively inexpensive. ♦

Schering creates ad contest for salesmen so that they appreciate ad values. Awards given at sales meeting for best ads which will be used.

How to Build



WINNING ads and their creators line up to take bow. Salesmen submitted ad ideas in rough for Schering contest.

Best ad ideas were turned over to professionals for finished layout. Ads demonstrated salesmen had product knowledge.

"HOW CAN WE build more interest in specific products, create a greater awareness of advertising among our salesmen, and tie both objectives in with our national sales meeting?"

These questions were posed to me by C. W. Rahner, Jr., marketing manager, Schering's Veterinary Div.

Pre-meeting enthusiasm generated for these products was felt to be very important, not only in respect to increasing the effectiveness of the sales meeting, but to condition salesmen for an intensive product promotion push to the trade, which was to go into effect immediately following the meeting.

Several approaches to the problem were explored, but the answer that seemed to fit the situation best from a time and cost viewpoint, was a contest idea—with a little different approach.

As a result, six weeks before the national sales meeting, our Win, Place, and Show Ad Contest was announced. There were to be nine winners. This number was deliberately chosen so each salesman would be encouraged to enter a contest in which he had nine chances to win. Furthermore, the contest as it was conceived, seemed to answer three basic appeals:

Interest in Ads

- It provided for individual recognition.
- It was competitive.
- It provided salesmen with a chance to win extra money.

Requirements were kept simple. Rules sheet explained to the salesmen that they need not be accomplished artists to submit a winning ad. Originality of the idea was stressed, not how "pretty" a picture could be drawn. Each ad was to promote a single product, but each salesman could enter as many ads as he so desired, on any one or all of the three designated products.

Instruction sheets outlined the way to present an idea, and suggestions were made pertaining to organization of material for copy and illustration. Three first prizes of \$50 each were to be awarded the Schering salesmen who submitted the top ad for each of three designated products. In addition, there were three second prizes of \$25, and three third prizes of \$10 to be awarded runner-up ads in each product category.

Additional incentive to enter the contest was the announcement that each of the three top ads chosen for each of the three products, would be reproduced and appear in one or more of the three nationally circulated veterinary journals. Contest winners were to be announced and awards given out at the national sales meeting banquet.

Arrangements for judging ad entries were made with an agency in New York City. First contest information was sent out six weeks prior to the national sales meeting and contest reminders were sent out every two weeks up to the date of the meeting.

We felt that by telescoping the contest into a shorter length of time, more enthusiasm could be injected into the campaign. We found this to be true.

From the first mailing, ads began to come in, and the number increased with each subsequent promotion, as interest in the contest mounted. The men drew upon their experiences, and ads that were submitted seemed to reflect to a great part, the pitch being used in the field to sell each of the three products, plus in many instances, a new twist.

By the end of the contest, 80% of the sales force had responded with one or more entries. It was evi-

dent that salesmen were taking a good look at these products, re-evaluating their advantages over competitive products, and concentrating on a new selling approach to the veterinarian.

When the contest closed, all entries were submitted to the agency and to the committee that was to judge them. One person from Veterinary Sales and two people from the agency composed the committee.

All names were taken from the ads and each ad was given a number. A master record was kept by which each number corresponded with the entrant's name.

Each group of product ads was judged separately. By spreading them out on a large conference table, judges then picked a first, second, and third place winner.

In order to further capitalize on the interest of the contest, comprehensive layouts of the nine winning ads were made and placed in the meeting room during the sales meeting. Names of salesmen who submitted winning entries were placed on the ads, but no one knew which ads were picked as first, second and third. This created additional interest and speculation among salesmen who tried to decide where each ad was placed.

This idea of an advertising contest among salesmen, in our case, had a great deal of merit. We definitely feel that because the contest was a part of the over-all promotion for the meeting, it helped in part to focus attention on the three featured products around which the national sales meeting was built. At the same time, it afforded salesmen a chance to compete, win money, and personal recognition as a result of their own creativeness.

From a practical viewpoint, the ads which were submitted in the contest, gave the advertising manager a cross-section of what sales points salesmen were using in the field to sell these particular products. From this information, promotions could be changed if necessary to tie in more closely with what the salesmen were actually telling the doctor.

Not all ads were brilliant, but all of them showed a serious effort by the men in the sales force. Ed Dent, agency vice-president, and one of the judges, comments, "It was interesting to see the high degree of product knowledge and wide range of ideas which were submitted in the contest." ♦

You Need Quality Control!

Meetings are commodities. As such, the "buyer" has right to expect performance reliability. Methods exist to control session quality, and there's no better time to use them than now.

By CHARLES LOUIS SCHAFER

WOULD IT surprise you if the government overhauled the tax laws to limit deductions claimed for attending business meetings away from home and instructed tax collectors to set minimum specifications for the thousands of meetings "bought" by taxpayers all over the United States? It wouldn't really be so fantastic for

them to spell out what meetings are "dogs" and not worth deductions.

Meetings are commodities. Yet, they carry no grade mark, no guarantee of contents. No system of inspection insures that they will live up to the programs they announce and advertise. Under one name, they range from terrible to terrific.

Jacques Barzun of Columbia University, quoted in a Wall Street Journal editorial, has commented:

"... The conference has become, the world over, a substitute for work. That is its appeal. Take at any instant a census of the great talents of the world and you will find a large proportion pre-

First of a Series for Convention Planners

THIS ARTICLE by Charles L. Schafer is first of a series designed for the "pro" who plans association conventions.

Schafer is a professional conference coordinator and public relations consultant who specializes in meeting design and management. Prior to his graduation from Stanford (A.B., 1938) his interest in improving meetings led him to organize and for three years manage Stanford Speakers Bureau. Since then he has had broad experience in sales promotion, public relations and advertising both in the United States and in the Orient.

During the 10 years he was associated with Pan American World Air-

ways, he managed the largest World's Fair exhibit on Treasure Island. As sales trainer, he wrote the company's first traffic, orientation and sales training manuals. He is the author of two books on how to hold an open house. A public speaker and University of California lecturer, he received his M.A. in speech from San Francisco State College.

Schafer has organized and staged international cultural conferences, national sales shows, regional workshops, seminars, lecture courses, annual meetings, dealer and wholesaler meetings, plant openings, press conferences, education committee meetings, and association conferences.



CHARLES L. SCHAFER

*A French
Château for
your next
convention!..*

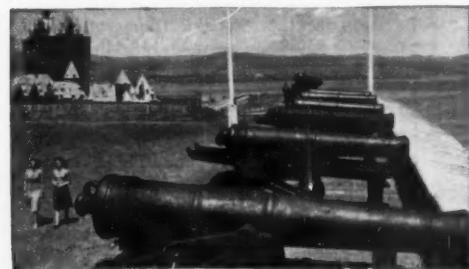


The stately Château Frontenac towers over scenic Québec and the mighty St. Lawrence.

The Château Frontenac in historic old Québec



Thoughtfully planned meeting rooms of all sizes help you accomplish much more in a shorter time.



Historic Québec, world-famous French fortress city, provides you with a storehouse of memories.

Refreshing atmosphere and scenic splendor—aren't these the clues to a successful convention? You'll find all of this and *more* in an old-world setting—at Québec's Château Frontenac. This luxury hotel offers you not only traditional old-world hospitality, but every *modern* convention facility. Here is just a sampling:

723 luxurious rooms. Meeting rooms of all sizes. Private banquet halls. Portable public address system. Sound projectors with trained operators. Individual exhibition rooms. Cocktail lounges, ballrooms, terrace cafe. Year-round sports.

And Canadian Pacific's smooth, efficient service leaves you more time to explore the excitement and romance of this famous French fortress city. To ride, perhaps, in a horse-drawn calèche; to visit historic landmarks and shrines; to shop; or golf on picture-book courses.

In French we call it a *succès fou*. In any language: an unforgettable convention! For information and reservations, write to: Convention Traffic Department, Canadian Pacific Railway Company, Windsor Station, Montreal.

Canadian Pacific

paring, attending or recovering from a conference. When you add to the burden of the physical event itself the mass of ancillary paperwork required, from the preparatory letter writing to the transcripts of discussions that nobody reads (except to correct his own stammerings before publication), you may conclude that here make-believe reaches its apogee."

A New York sales executive once reported in Fortune, "Those serious-sounding meetings don't mean a thing. There's nothing that could be

done to make them really worthwhile."

For him and for many others, it's a question of caveat emptor (let the buyer beware). The experienced conferee reads between the lines of pre-meeting announcements to try to guess the real nature of the coming affair, to gauge the reputation of the sponsoring association, and to assess the value of the program he is asked to spend hundreds and even thousands of dollars to buy. As a buyer of meetings, he may already have

been stung several times. He may have recommended that his company send him to a meeting that turned out to be a wild goose chase.

For whom the bill tolls: The conferee may admit that he had some fun, even been intellectually titillated by one or two speeches. But on confronting his boss, he may also admit that he made no worthwhile contacts; he returned with no new or immediately usable ideas; he spent much of his time sitting in uncomfortable chairs in stuffy rooms, being bored by dull speakers whom he could not always hear, watching bumbling theatrics and eating rubber chicken. And he is wondering now whether the post-meeting description of the convention in the house organs and trade magazines will report how tame and lifeless the affair was compared with the rousing pre-convention promotional promises.

Pocketful of dreams: And what does our convention investor have to show for the meeting which he bought with his time and money? You

Midwest Sales Meetings...?

Tops in Attendance...when

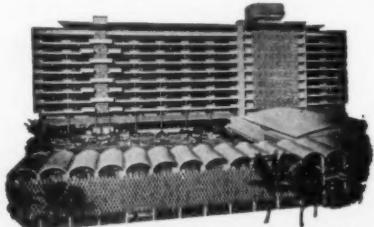
CONVENTIONS ARE AT BOYNE!

Attendance hits new highs because of Boyne's height-of-comfort accommodations, in beautiful surroundings. Boyne's famed cuisine, cozy cocktail lounges, nine holes of private golf, scenic chair lift rides, fishing, riding stables, and exclusive outdoor ice skating in the summer sun combine to make Boyne Mountain Lodge irresistible to convention guests. Accommodations for 200. Airconditioned throughout.



Write for free color brochure
BOYNE MOUNTAIN LODGE, BOYNE FALLS, MICHIGAN
CHARLES MOLL, MANAGER, PHONE 549-2441

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JOINS HANDS WITH
NEW WORLD LUXURY

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know what he has: a pocket-size program that lists dates, hours, and speakers; perhaps a conference roster with many addresses so incomplete he cannot reach addressees; a directory of exhibitors; some pamphlets supplied by the host city; a colorful picture of the local tourist bureau; calling cards from people who sat next to him, who might be prospects for his company's products, and who might remember him if he writes to them right away; a hotel bill; transportation receipts; a magazine bought to kill time; perhaps an inexpensive prize or a giveaway premium from one of the exhibitors—a pencil, pen, pocketknife, or a transistor radio, if he was lucky.

Odds are 100 to 1 that he has not received abstracts or copies of major speeches. It is very improbable that he has a copy of the resolutions that were passed. It is doubtful that he will know where the next meeting will be held or the exact dates. He probably hasn't met any of the new officers, although he helped to elect them and knows very little about them. He probably saw only a por-

tion of the exhibits because he was too exhausted physically to view more than the first and second rows.

All this is to say nothing about his hangover, or what advice his wife has waiting for him, or even how his tax collector will view his junket in the year ahead.

Debatable merit: Everybody is interested in meetings—some more than others. Recently a junior college board of trustees, publicly eyeing its 1961-1962 budget, pulled out its

pruning shears and slashed its "travel and conference expenses" in two at the same time it doubled the librarian's budget because "the Lord knows he needs it." It was not announced what association meetings the trustees considered expendable. Another account told how city supervisors scoffed at the idea of sending a representative a thousand miles to accept an honor accorded the community as an All-American City by a national government conference. "Another fool trip," they said. "We need

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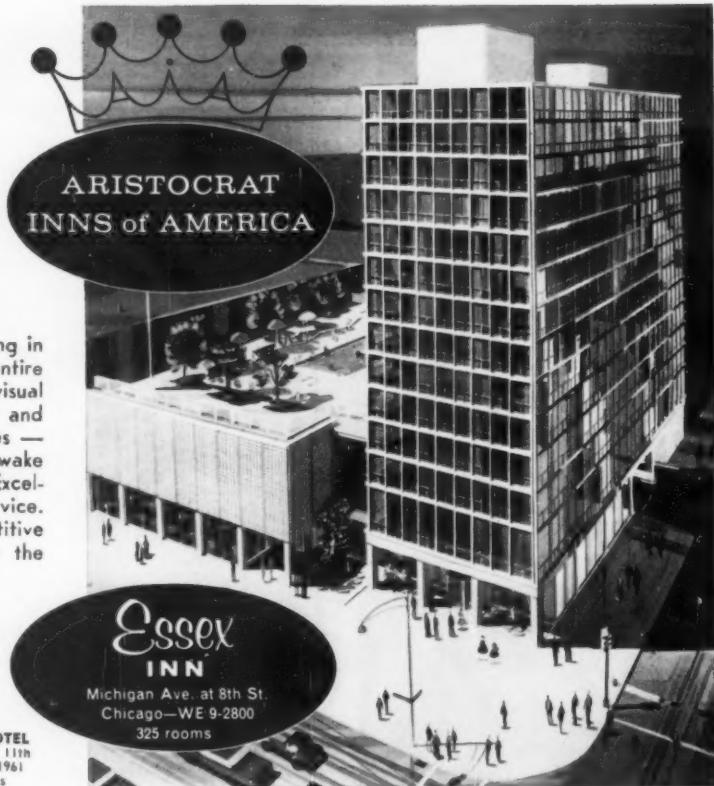
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money for more important things."

Still another news story reports that an employee, having been refused funds to attend an institute which he considered to be very important to him as a professional man, had revised his request downward, asking only that his employers allow him time off to attend. He promised to pay all the bills himself. "You can handle such things by mail," snapped the employers at the heels of the departing conferee. "You don't have to see things done as in a classroom. When we hired you, we thought we were getting a very highly qualified man. You are supposed to know all the things they talk about at these meetings."

Businessmen grumble about the expense and, if they feel compelled to attend, hope they will at least make enough good contacts to make up the difference. And the tax collector and Mrs. Grundy take a dim view of all the goings-on.

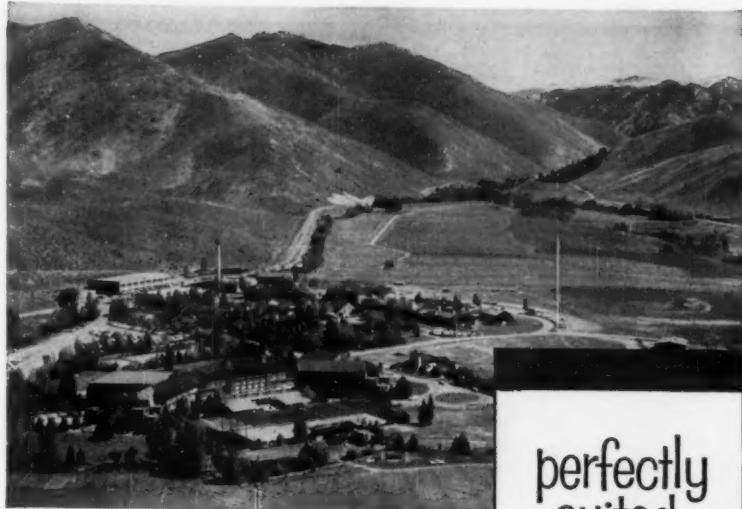
Unless steps are taken to improve conferences, this up-trend to restrict attendance may increase.

Why not quality control? There is something that can be done to make meetings worthwhile. In a country where physical products must meet the most exacting requirements, where food and drug products must carry clear statements of content, certainly we can devise standards for meetings.

Fact that each meeting is a new product, completely different from any other meeting, should be no deterrent. In all meetings there are constant factors to which standards of quality control and minimum reliability performance tests can apply. These are mainly, but not entirely, applicable to conference settings and productions: direct-mail promotions and publicity; meeting headquarters, meeting rooms and equipment; publications—rosters, check lists, evaluation forms and conference proceedings.

Testing Tools Available

Standards and testing tools are already available to help measure and control quality of meetings. Those observed cover only parts of meetings. Combined with findings of research studies now under way, however, they could bring us closer to having the means to control quality in every part of a meeting for every



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meeting—to having conferences that satisfy minimum meeting specifications.

Below are a few methods association executives are already applying in order to achieve performance reliability.

Reliability in mailings: Pre-conference mailings are often rosy with predictions of big things to come. When the conference opens, the chairman makes last-minute corrections in the printed program. The audience is dismayed and frustrated to learn that what they bought is different from what they are being handed.

Society of Technical Writers and Publishers, according to its program chairman, Warren H. Deck of Schenectady, neatly solved this problem during its eighth annual convention. The society issued two programs: a preliminary program to signal intentions and a final program to report reliably on what was going to happen. Identical in format, they were issued months apart. Recognizing that changes would be made in the first draft of the program, the program committee issued the "preliminary program," printed it on white stock with a yellow cover. To distinguish the official program, they printed it on buff paper and used a blue-green cover.

Roughly 50 changes took place in the final program. These represented very few corrections of errors. More often they were a simple recognition that growth of plans brings changes. Besides making major additions to the program, the society was able to correct personnel titles and affiliations, announce time and room changes for panels, and confirm subjects and speakers previously scheduled "to be announced."

More significantly, changes appeared in the editing so that conferees had a truer picture of what was going to happen and could make more intelligent decisions about which of the concurrent sessions to attend.

Wide-angle topics were broken down to manageable proportions. "Organizing Successful Chapter Activities" specified three sections in the official program: "Organizing Professional Groups on the Chapter Level, Membership Drives, and Chapter Programming." The topic, "What the Scientific Audience Wants," was restated more accurately as "What

the Technical Audience Wants." What was originally scheduled simply as "Automotive Maintenance Manuals" became, with a different speaker, "The Modular Concept in Communication of Automotive Service Information!"

An example of clarification by extension of a title appeared in "The Function of Design and Illustration in Technical Communication" which had at first been ambiguously titled "Graphic Communication."

These revisions appearing in the official program created believability in the performance reliability of the convention of the Society of Technical Writers and Publishers: the agenda matched performance.

Purposes and objectives: Performance reliability of a conference hangs upon making it clear why the conference is being held and what methods have been devised to achieve objectives.

Theme: A pithy theme dramatically unifies the conference, creates atmosphere and mood for the group. It puts the purpose, direction and content of a conference in such focus that everyone can understand what is going to be discussed. It reflects the clarity with which conference committees and officials see the conference objective. Without a theme, the conference is a nameless thing in limbo. Without a theme, a conference is deprived of articulation and expression in words, symbols, art and color.

John W. Ervin, for 13 years a leader in the Annual Institute on Federal Taxation at University of Southern California Law School, shares theme production with a planning committee.

"We have a planning committee of eight of the most superior people we can find in the tax field who are neither too young to be inexperienced nor too old to be so busy that they can't work. By getting people who are all at the very top and having only people at the planning committee level who are extremely able and experienced, we avoid factions and any real disagreement.

"Function of the planning committee is to work out all the really difficult intellectual problems of establishing a theme and implementing it with the most timely subjects possible which are highly coordinated



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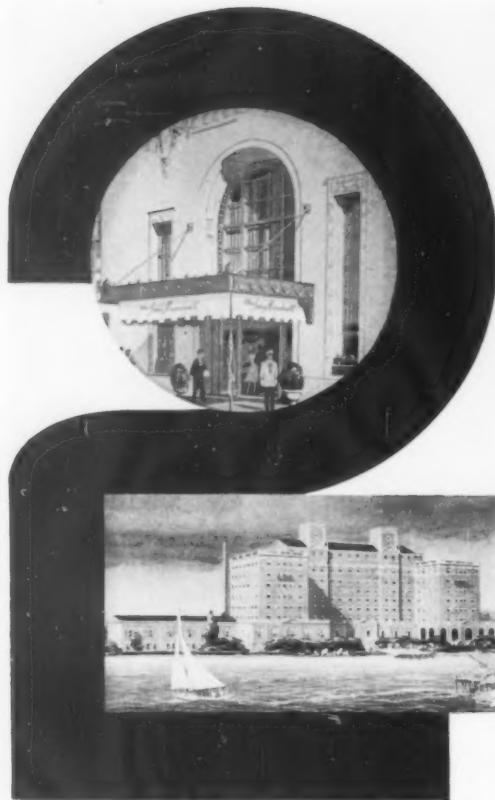
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... I have to think of 50% to 80% of the topics on an annual basis and work out a good deal of the integration myself, but the other members of the committee from time to time have very stimulating ideas on general themes and specific topics."

Direction: During conferences, the problem to keep conferees on the track is critical. A conference coordinator or observer can watch for hidden agendas and tactfully re-state goals. For example, an air pollution committee was attending a meeting, the announced purpose of which was to survey present research methods used by air pollution experts. It appeared that some members of the committee did not subscribe to this purpose and wanted to do something else. While acknowledging the value of the other purposes and actions, the observer steered the conference back on the track by directing attention to the job for which the conference had been called and by re-stating the purpose of the conference.

Leadership: Glen Ethier, administrative assistant, Home Builders Assn. of Greater Seattle, Inc., places performance reliability squarely on conference leadership.

"I accept poor speakers," he says "I accept errors. I accept bad mikes. I accept these things as problems that can happen and cannot always be prevented. But I am furious when a moderator is unable to stop a wayward argument and is unable to get the meeting back on the track in a hurry. It makes me edgy when some members digress or want to talk too long on one pet peeve and the moderator is unable to use the gavel and use it right."

"If two fellows get interested in a subject, you just have to stop them," he continues. "A good moderator keeps the meeting going on schedule. He gets people seated and the meeting starts on time. He controls the meeting. You don't dare give a meeting to a person who can't control it. Everything depends upon the personality of the person in charge. He must be strong enough to prevent members from talking through him or from talking too long or digressing from the subject under discussion."

Program content: Excellence is no accident. Performance reliability of meetings and audience groupings



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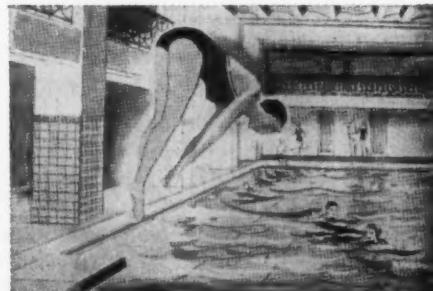


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within meetings depend largely upon the personality of the leader, according to Dean C. Barnlund, associate professor, Group Communications, Northwestern University.

Know Group, Leadership

"All group dynamics devices have specific advantages for specific groups. For one group, most efficient method to get information across is to use the straight lecture method. For another group, best way to stim-

ulate ideas is to get a buzz session going. Before recommending any communication device, the conference planner must know what kind of people are in the group and what kind of leadership is available to reach them.

"Person who is leading is more important in determining what device is used than what device is actually used. It is a mistake, for example, to use discussion techniques because someone else has used them or because they are most popular at

the moment. Important thing is to know what the group will respond to. Therefore, a person unfamiliar with the group will not necessarily be the best one to select the communication device."

Speakers: Method used by the Annual Institute on Federal Taxation in its selection of speakers and assignment of topics has improved the quality of lectures and papers by many times, over a period of years, according to John Ervin. "We have found," he says, "that by establishing very high standards and insisting upon them and telling the speakers and writers constantly that we do choose on the basis of these standards and that we do insist upon this type of performance, doing it all in a graceful way, that we have been able to improve the quality of our lectures and papers.

"From our experience, we believe that the most important rule of all is that no one is allowed to read his paper. This is made clear in advance and if participants do read their papers, they are never invited

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again, unless they are most superior. Obviously a paper may be read if the speaker is able to communicate to his audience the impression that he is not reading, or if his reading is so superior in terms of pacing, voice projection, modulation, and emphasis that he is able to give the impression of direct communication instead of reading."

Instructions for Speakers

Institute on Federal Taxation gives speakers detailed instructions with examples, and points out that they have three tasks: preparation of an outline; delivery of lecture according to I.F.T. specifications; and preparation of the paper itself. The paper is submitted a day before the institute opens and only notes or outlines go to the podium. As additional advice for institute speakers, the institute recommends Arch M. Cantrall's "Commandments for Speakers and Managers" which appeared originally in American Bar Association Journal, November, 1959.

Annual results for Institute on Fed-

eral Taxation have been gratifying: 27 to 30 technical talks which are lively, vital, and communicative.

Evaluating performance: Associations can improve their meetings by using evaluation devices. One of the most valuable of such opinion scales was developed by Drs. Russell P. Kropp and Cooley Verner.

The Kropp-Verner attitude scale has 20 statements that cover a wide range of reactions to the total activity. These go from "It was one of

the most rewarding experiences I have ever had," to "It was a complete waste of time." Half-way mark in the scale is: "It was neither very good nor very poor." Conferees are asked to read all 20 statements before checking those that most accurately reflect their personal judgment. A scoring key gives a median value for each item and the results appear as a measure of success on an 11-point scale.

Felix F. Stumpf, administrator, Continuing Education of the Bar,

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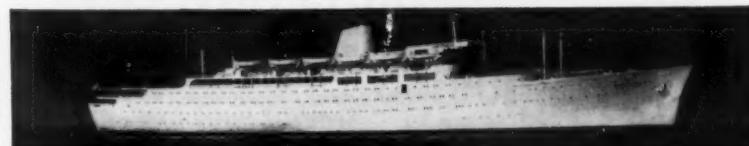
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University of California Extension, Berkeley, has adapted this opinion scale and uses it successfully to check opinions of lawyers who attend C.E.B. lecture series. Stumpf does not use the scoring key but merely lists the number of times each of 20 items is checked. Results of these opinion scales, together with comments by conferees, for past programs are passed on to the lecturers for future programs and have the effect, according to Stumpf, of up-grading performance.

Here is the way one group expressed feelings about a C.E.B. lecture series:

	Scores
1. A waste of time	0
2. Poor	0
3. Not worthwhile	0
4. Taught nothing new	1
5. Just so much talk	0
6. Narrow in scope	0
7. Presented materials haphazardly	5
8. Spent too much time on individual problems	1
9. Too general in nature	1
10. Partly good and partly dull	4
11. Neither good nor bad	0
12. Mostly what I like	6
13. Included some information I could use	16
14. Included the helps I needed	5
15. A helpful experience	23
16. Will help me to accomplish more in my work	19
17. Inspired me to do a better job	8
18. Helped me to gain immensely in my knowledge	6
19. Included exactly what I needed	3
20. An excellent meeting	19

Blue-ribbon meeting: A blue ribbon meeting rates tops in performance in all categories, of course. Associations that hold such conferences have established their own standard meeting specifications to cover a host of functions, facilities and arrangements. How does your association rate with the following?

Convention manual: Air Force Association Aero-Space Panorama has a manual to outline in detail duties of chairmen and committees and to give

an organizational chart and schedule of events.

Registration procedures: "No one stands in line longer than three minutes," reports an executive of the Pacific Coast Electric Assn. "We have 5,000 members and use IBM cards."

Charts for room set-ups: National Automobile Dealers' Assn. uses detailed drawings to explain exactly what goes where.

Head table arrangements: National Sales Executives manage split-second introductions via a "chute" method. Head table guests are assembled in order and introduced as they walk into the meeting room one at a time.

Program cue sheets: California Redwood Assn. detailed 1,000 cues in a script for a day-long audio-visual show to outline minute-by-minute who would do what.

Rehearsal of meeting: United Crusade (San Francisco) wrote a script to illustrate errors made at meetings and followed it with a panel to teach correct techniques.

Distribution of conference papers: International Design Conference at Aspen distributes a book-size compilation of papers, programs and related materials at registration.

None of the above begins to exhaust performance reliability specifications associations have established. Nor does it begin to detail all the quality control inspection procedures association executives use to maintain surveillance throughout the time they plan and program and stage their meetings.

It merely begins to suggest how the "conference commodity" can be improved so that conferees can buy quality-controlled meetings. ♦

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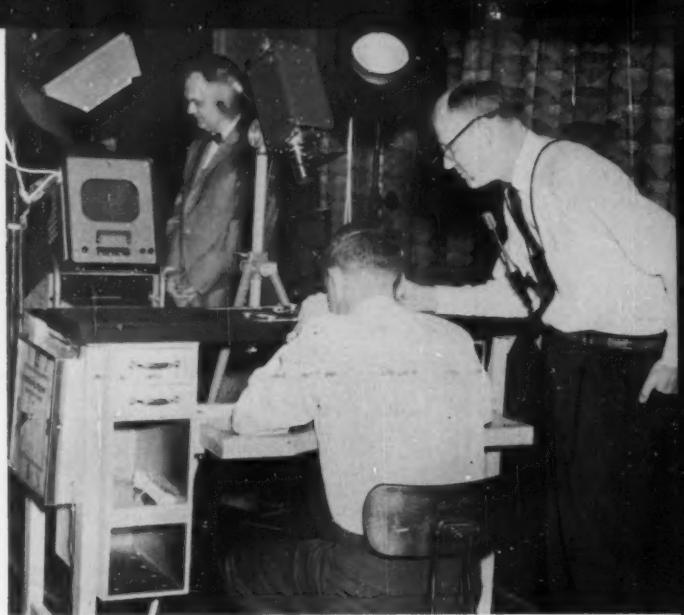
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PHONE interrupts session. Salesman in audience is asked to come forward to answer phone question.

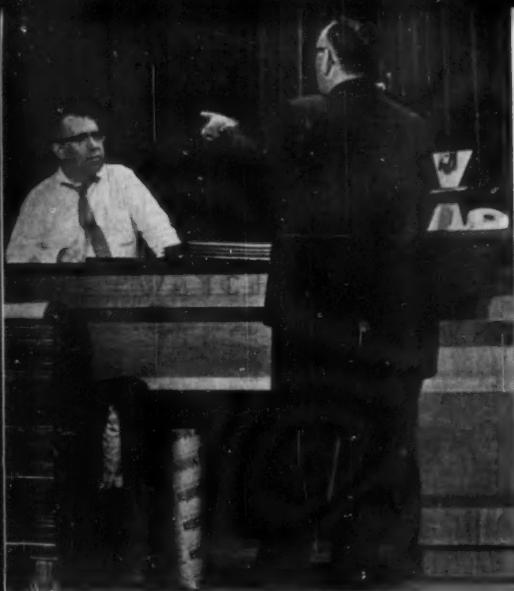


SALES MANAGER assembles electric watch, under supervision of manager, watch manufacturing. Purpose is to show how easy it is.

PROOF ON THE



HAMILTON chorus line is made up of company sales execs. Number proves even the brass has human qualities. They're hams



"ACTORS" pantomime actions while recorded dialogue is played. Men taped lines to avoid fluffs.

Hamilton turns its headquarters upside down to put on a sales conference. Employes become actors and stage hands. Program is packed with funny scripts, but messages are serious. Big objective at conference is to give salesmen . . .

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SALES MEETINGS/Part II SALES MANAGEMENT

Hamilton Watch Company faced the situation just outlined as it opened its sales conference last month.

Five years ago, Hamilton introduced an electric watch. Company was convinced that the electric watch, first in the industry, would make all other watch movements obsolete one day. Its accuracy and long-life features should capture the public fancy.

Salesmen were enthusiastic about the new electric watch, but not for long. Service of the watch was complicated. Adjustments were critical. Many jewelers couldn't service the watch.

While other companies came out later with electric watches, too, nobody made a real dent in the market. Jewelers weren't buying.

When salesmen arrived at Lancaster, Pa., home office of Hamilton, for their annual sales meeting, they knew nothing of any change in the electric watch. For them, this was to be just another sales conference to see the new line and talk to company executives.

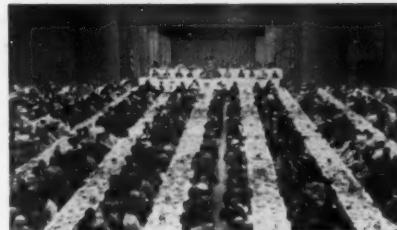
On the morning of the second day of sessions, things were different. Hamilton introduced its redesigned and newly engineered 505 electric watch. The drama and force of the introduction and the way Hamilton proved—on the spot—that its 505 electric was what salesmen could sell, were convincing to even the most cynical man in the room.

Four Months to Plan

Before this high spot on the three-day conference, about four months went into planning of Hamilton's meeting. Few companies put on the kind of conference that has developed at this watch company's plant over the past six years.

When Rufus A. "Steamer" Fulton joined Hamilton in April, 1956, as marketing director, he had definite ideas about sales meetings. "At the time, I told Mr. Sinkler (President Arthur B. Sinkler) that I can't make an inspiration speech, but I can put on a sales conference," Fulton reveals. And every year since he has put on an unusual meeting.

"Everything begins and ends on time," says Fulton. "When I opened the meeting back in 1956, nobody was in the room. Salesmen weren't used to session's starting on time. I talked to the empty room. As salesmen drifted in they were surprised,



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but got the message. Since then, nobody is late."

Another important element in "Steamer" Fulton's meetings is his dictum: "Nobody is on stage more than five or 10 minutes without something happening!" Something always does. There's nothing dull about a Hamilton meeting. Nobody gets a chance to fidget. The pace is too swift.

For its recent sales conference, Hamilton used a theater theme. Conference was entitled "Two for the

Show." A playbill was printed in theater program style. Site of the meeting was "The Cooliseum Theater." (This was an "inside" joke. In years past, Hamilton's auditorium was stifling hot. For this conference, air conditioning had been installed.)

Hamilton put on a show with company personnel. Only professional talent was a five-piece orchestra. Company executives and office employees had all the parts in the show. Even the theme music and lyrics were written by a company executive. (All

other music—show tunes with new company-written words.) Show director was Arlene Hershey of the public relations staff. Stage manager, projectionists, lighting and sound men, choreographer and makeup artists were all company people.

At the dot nine o'clock, on Monday morning, doors of The Cooliseum opened and within minutes the show was on. Opening number of the show was a chorus of men and women who sang the theme song and did a dance routine. They set the stage for the light comedy bits that were to follow throughout the morning session.

Two lecterns, on either side of the stages, but on ground level, were used by H. S. Tholen, general sales manager for watches, and H. S. Allen, general sales manager for Wallace Silversmiths, Inc. (Hamilton subsidiary.) They wore straw hats and conversed back and forth about putting on a show.

As they talked, a telephone ring interrupted. Tholen answered the telephone. Call was for one of the salesman who was called up to the front of the room in the glare of a



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spotlight that picked him up in the audience as he rose.

The salesman answered the telephone and both ends of the conversation were heard over the PA system. A sultry voiced girl (an employe) told him that she wanted to know if he were paying attention to what was said. She asked a question. When he answered it, he was presented with a gift.

A second telephone interruption bought another salesman to the front and he too received a gift for answering the question. A third call was for a salesman with a question he couldn't answer because the subject hadn't been covered in the proceedings. When he failed to answer, he was given a consolation prize, a dozen golf balls. These interruptions were part of Fulton's policy to have something happen unexpectedly. Thus a 30-minute dialogue between Tholen and Allen was broken.

Each department in the company had a segment of the program. Departments prepared their own material. This is the way Hamilton integrated the program:

A committee of seven executives formed the sales conference committee. Starting in February, they developed the meeting theme and assigned parts. As each department created its presentation, the department submitted its ideas to the committee (which had final say on what was acceptable).

Committee passed on all final scripts. This guaranteed that there was no duplication, particularly of jokes. "I've seen it happen," Fulton confided, "that the same joke was told

three or four times at the same meeting." This results when a good joke passes around the plant quickly and when nobody supervises final scripts to call attention to duplication.

At Hamilton's recent meeting, there was no duplication of anything. Each skit was different. Each script approach was different, but all revolved about the theater theme.

Finance and Marketing Research staged "Snow White and the Seven Dwarfs," complete with Snow White, prince, witch and dwarfs. In this

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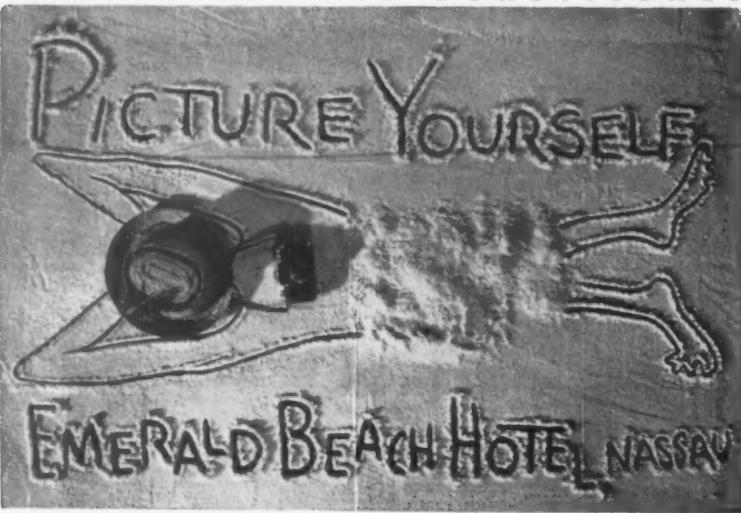
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sequence, the dwarfs were salesmen. They came on stage with bags of orders slung over their shoulders. They dumped their bags into a large machine, "Profit Computer," which registered a big profit.

However, the witch came on stage and insisted that the dwarfs include the costs involved to make the sales. When the dwarfs tossed in the bag of costs, the machine registered a big loss. A card popped out of the machine to explain the loss and a "Maggie's draws" red-flannel-underwear flag waved from the top of the machine.

The prince arrived on a charger (stage horse with two employees inside) to help Snow White and the dwarfs cut down costs so that profits could be shown in sales. He pointed out all the ways salesmen adds to cost. Dwarfs admitted: "Didn't spend enough time in the most profitable area of my territory;" "Some accounts I forgot to call on;" Still selling too many low-margin items."

Lampon Everything

Skit followed skit. Scripts lampooned everything—the company, management, products. In "A Typical Day at the Office" sequence, one executive says: "How much truth is there to the rumor we're going to make a Wallace watch?" "The way I hear it," says another actor, "It's going to be an electric with rechargeable battery. You know, plug it into the electric blanket every night."

Nothing was sacred. Handling of sales data by computer was derided. Forecasting data (darts thrown at board with an assortment of answers) was mocked.

While broad humor spiced presentations, messages were not lost on the salesmen. Important points were spotted to emphasize company aims, marketing strategy and sales force weaknesses.

"If a skit doesn't get a message across," Fulton points out, "it's not worth doing."

Hamilton people take their work seriously, but not themselves. This is reflected throughout the meeting. Even President Sinkler's short talk was larded with humor, but made serious points. Company seems to reflect Sinkler's willingness to tell jokes on himself.

After the first morning session in which over 100 attended, conference was broken down into product divi-

sions. Watch salesmen met in the afternoon in the auditorium while silverware salesmen met in the board room. Stainless steel salesmen, Canadian salesmen and other small sales forces each had their own meetings.

Meeting High Spot

High spot for the watch salesmen was on Tuesday morning when the new 505 electric watch was presented. This is the way it was done:

An industrial TV camera was mounted over a workbench on stage. Ten console TV sets were placed around the auditorium. On top of each TV set was a sign: "Salesmen Only." Seats were arranged around the TV sets.

As salesmen entered the auditorium, they saw a cartoon character on the screen. (This was used to properly focus sets on the closed-circuit system.)

Then came the big announcement. Hamilton had a new electric watch that was so easy to service, anyone in the room could do it. For proof, the sales manager for watches, Donald I. Blank was called to the stage to put an electric watch together from scratch. He didn't know he was to do it. It came as a complete surprise.

Before he sat down at the bench, the challenge was thrown to the audience to speak up if anyone felt that there was some prearrangement on the selection of Blank. Salesmen were coaxed to take up the challenge. (If a salesman would have spoken up, he would have been called onto the stage to put the watch together.)

Little Risk in Proof

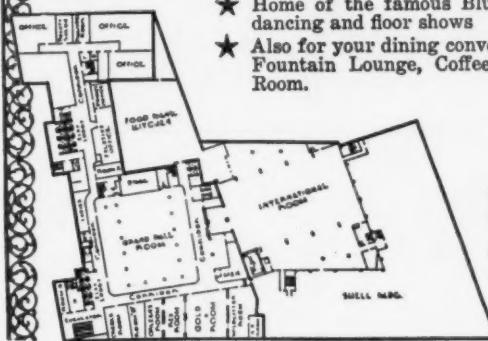
Actually, Hamilton had little risk in this presentation. All salesmen (as well as executives) are required upon joining the company to learn how to put a watch together. (It takes three days of schooling.) Hamilton was making the point with its TV demonstration that even with this modicum of skill (learned years back for most in the room), the new electric was so simple to service that they could assemble one—and in about 20 minutes!

A large clock faced the audience as Blank sat down to put the 505 together. (He was made to swear on a bible to his not being a rigged performer.) He was instructed by Robert Frey, manager, watch manufacturing. Frey wore a neck mike so that the audience could hear his instructions.

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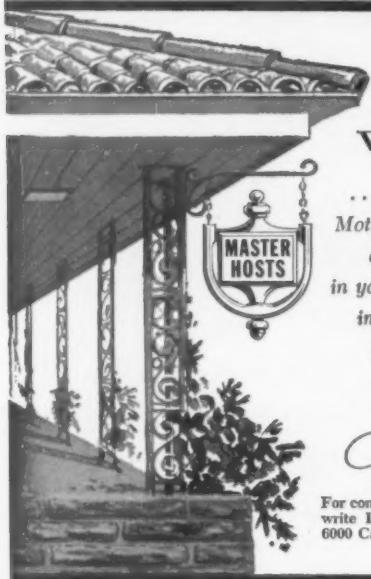
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MIXED CHORUS opens "Two for the Show." Henry S. Allen, general sales manager, Wallace Silversmiths, wrote both lyrics and music for number.

The audience saw the watch parts and Blanks' finger tips as he worked on the watch. Fingertips on a 21-inch screen are mighty large, and every nervous twitch was apparent. As salesmen watched Blank's fingers and the big clock, a tenseness filled the room. This built up as the seconds and minutes passed swiftly.

Blank completed the watch assembly in 22 minutes after many harrowing moments as parts slipped out of position because of his nervousness. After 22 minutes, when he finally slipped the energy cell into place, the watch began to run to the sound of cheers from the audience.

Frey immediately put the watch on a test machine and then confided to the group that the assembly wasn't perfect. Blank hadn't done a job that could pass factory standards. However, it didn't dull the message: If you knew how to assemble any watch, you could service the new 505 electric. This was the big news for the salesmen.

Hamilton staged this test simply.

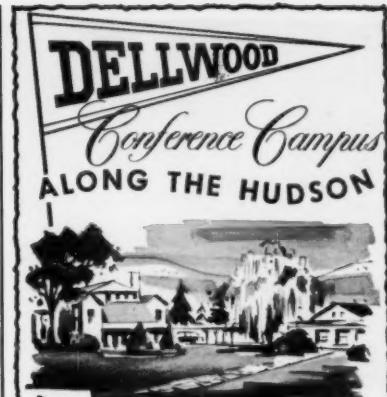
RCA's local plant supplied a technician and TV camera. Extra spotlights were rented. The entire set was arranged during the night before the session started at 8 a.m. (Aside from the first day, all Hamilton sessions start early.)

Also geared to a show theme, Public Relations Department told its story via magic tricks. James Weidman III, pr manager, came on stage in formal attire with painted mustache and beard in the best magician tradition. A scream pierced the room as an attractive blonde was hustled down the aisle by two pr men. Screaming, she was dragged on stage and her neck put under a guillotine which had just chopped a carrot in two. Of course, the guillotine was pushed down on her neck and she emerged unscathed.

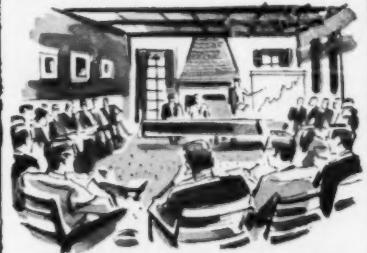
With this illusion Jim Weidman launched into the facts of pr which "are not illusions." He divulged the plan whereby teams of company executives will tour the country in August to meet with groups of deal-



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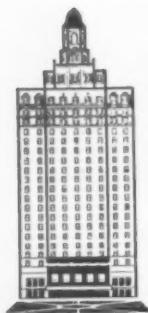
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ers to present personally the 505 electric watch story. Top execs, including the president, will make the whirlwind tour. 20 cities in one week.

To introduce Allan Zachary of Zachary, Liss and Front, Inc., New York City, Hamilton's pr counsel, Weidman used another trick: an electric light bulb that wouldn't go on. Zachary came out of the audience to see if he could make the bulb in the lamp work. He unscrewed the bulb and it lit in his hand. Thus he was in the spotlight and ready to explain a survey done to ascertain Hamilton's image among jewelers and the public.

A unique feature of Hamilton sales conferences are salesmen visits to executive offices. A schedule is set up so that small groups of salesmen visit for 30 minutes with top executives. For instance, "Steamer" Fulton, v-p, had 14 groups of salesmen visit with him. Each group gets some salient points that Fulton wants salesmen to remember. The visit is the opportunity for salesmen to question everything they have heard at the conference and to bring up their problems. It also allows the executive to ferret out any misunderstanding.

Each group has a leader whose job it is to keep the group on schedule. As soon as the 30 minutes are up, the leader must get his group out of one office and into another.

Offices in Turmoil

Sales conferences turn the Hamilton offices upside down for weeks. Almost everyone is concerned in some way. Many are performers. Many operate behind the scenes. Many are involved with plans.

While it might seem a great waste of time to use so many employees, Hamilton doesn't think so. Because of all the work, everything proceeds like clockwork (which is not out of character at a watch factory.) "Nothing impresses people more than to see things done well," says Fulton. And he wants his conferences to impress the sales force.

Another big plus for the way Hamilton plans and operates its conferences is the opportunity it affords to dredge up unknown talents in the company. "We've developed many new executives through sales conferences," Fulton reveals, "Without their work on conference plans, it might have taken years to discover the talents of some of our people. Maybe



SKIT is part of finance and marketing research portion of program. "Dwarfs" dance before "profit computer," put in their bags of sales, bags of costs.

we'd never discover them."

The way employees handle assignments and the creativity they bring to their conference jobs becomes immediately apparent to Fulton who keeps his eyes peeled for new executive talent. Many have gone up the executive ladder via conference work which brought out talents not used in regular duties.

Wives of salesmen are not forgotten in the mad rush to produce a full-scale conference. Fulton writes a letter to each of the wives and this year sent a gift to each, a punch bowl set. The gifts arrived while husbands were at the conference.

An outsider is impressed by the details that go into Hamilton's conference. To stress the show theme, large posters of current Broadway hits were plastered on all meeting-room walls and auditorium. (Through devious routes—an agency know-how—a huge supply of the colorful posters

were imported from New York.) Spotlights were used in even the smallest room when new products were unveiled.

Intercom for Director

To keep the voluminous cues for stage hands, actors, musicians and projectionists straight, the director used an intercommunications system. (Phone equipment borrowed from Bell Telephone connected director with stage, band leader and projectionist for slides.)

What happens at a conference doesn't evaporate when Hamilton salesmen return home. Soon after the meeting, each salesman receives a binder filled with all the material he heard and saw at sessions. Everything of value is included in the book which the company hopes is used to reinforce ideas planted at the conference. ♦

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Don't Open with A Chorus Line!

Director for closed-circuit TV bans dancing girls as opener for business session. Audience must have a feeling of participation with what's on big TV screen, not be keyhole peeper.

CAN YOU PICTURE the tired businessman sitting down to a show and objecting because the curtain rises on a line of beautiful dancing girls?

According to Robert F. White, who directs closed-circuit telecasts for business, it's bad form to kick off a company show with a chorus line.

White, a young man of 34, speaks with the authority of one who knows the television potentials of both dancing girls and businessmen intimately. In his versatile career he has directed such diverse talents as Sid Caesar and Tom Watson, Jr., such widely varied productions as "The Goldbergs" and an IBM stockholders meeting. He is one of the early fair-haired directors of TV with his credit of "Captain Video" for DuMont.

Today he is more likely to stage a national dealer-executive meeting for Ford on closed-circuit—or an art auction, medical orientation meeting, or political rally. As program director of Theatre Network Television, Inc. (TNT), pioneer firm in closed-circuit TV, a job he assumed three years ago, he has guided hundreds of America's "top banana" business executives over the hurdle of appearing before thousands of company personnel on larger-than-life screens.

White is at home with the business show spectacular as he was with the show business spectacular. One day he directed 37 stars in one TV show. The stars were top IBM executives; the show an IBM kickoff sales meeting that went out over a network of 80 cities—largest business session ever held.

As his new leading players, the captains of industry have replaced such glamour figures as Judy Holliday, Yvonne De Carlo, Arlene Francis, Janet Blair. Bob White has found that although the corporate star may not exude the magic of his show business counterpart, from the point of view of reality—of "all the world's a stage"—the industrialist holds his attention with equal intensity.

For one thing, business men rate surprisingly well as actors. "Some have an outgoing quality, some are quiet," White says, "but all are in-

volved in the drama of what they're doing—which is the first rule for any good actor."

With assistance of other TNT staff members, White's first step to shape a program is to "soak up the background of the company and its people." Next step is to find a format for the show, which may vary from a single speaker to an entire musical comedy spectacular. For White the word "show", used to describe business sessions, is something of a misnomer. "They're meetings," he says, "and as such the audience must have a feeling of participation. In home TV the audience is looking through a keyhole. At business sessions most of what happens is addressed directly to the viewer."

That's why he objects to the socko chorus-line opening. It's decorative—but less than the personal approach. This would consist of a very large close-up of a well-known company figure who looks directly at his audience and greets it with a "Good afternoon, out there, how are things in Des Moines?"—or wherever he happens to be addressing his words.

Big problem posed by a business closed-circuit telecast, White says, is how to keep the viewer's attention in a more or less continuous commercial. Business sessions are more difficult to program than home TV because "you have to be much more conservative in use of time. The audience doesn't want to be just entertained. You can't waste its time."

For that reason White and his staff attempt to integrate everything—even a dance number or a song—into the company's message. "Everything must forward the plot," he points out. "Only time we didn't stick to this rule was during the telecast for G.E. with Gisele MacKenzie. We knew they'd be awfully sore if she didn't sing a popular song—so we let her do it."

White is constantly gratified by the way businessmen respond to his efforts at reducing complex company policy and aims into simple message form. He has, in fact, had five executive jobs offered him. "Anyone who can straighten out this mess," he is told gratefully, "can work for me." ♦

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Kyoto: Kyoto International Hotel
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Mailman Delivers Goodyear Meetings

Packaged kits sent to dealers who stage sessions for their own salesmen. Kits include complete instructions—scripts, props and visuals. Dealers pay less than cost for all training aids.

FOUR TIMES a year, the postman walks into Walter Stillwell's store, a dealer for Goodyear Tire & Rubber Co., and says, "Here's your Goodyear meeting kit again, Mr. Stillwell." This scene is repeated all over the U. S.—whenever Goodyear mails its latest "package" meeting kit.

Number of "package" meetings the company has produced to date totals 72. These meeting kits represent a

permanent investment on the dealer's part because they can be used over again. Dealers who purchased "package" meetings, at a price which represents a cash loss to Goodyear, have built meeting "libraries."

"Package" meetings are Goodyear's way of handing to a dealer the means to train his salesmen at a modest investment. Nor need the dealer be a trained instructor to pull off an effec-

tive sales training meeting. All he has to do is follow the instructions and script.

Value for Investment

Kits include such items as printed scripts, long play records, flannel board aids, cartoon-type flip charts, pocket reminder cards and quizzes. One thing that puts these kits ahead is that dealers receive value for their initial four-dollar investment.

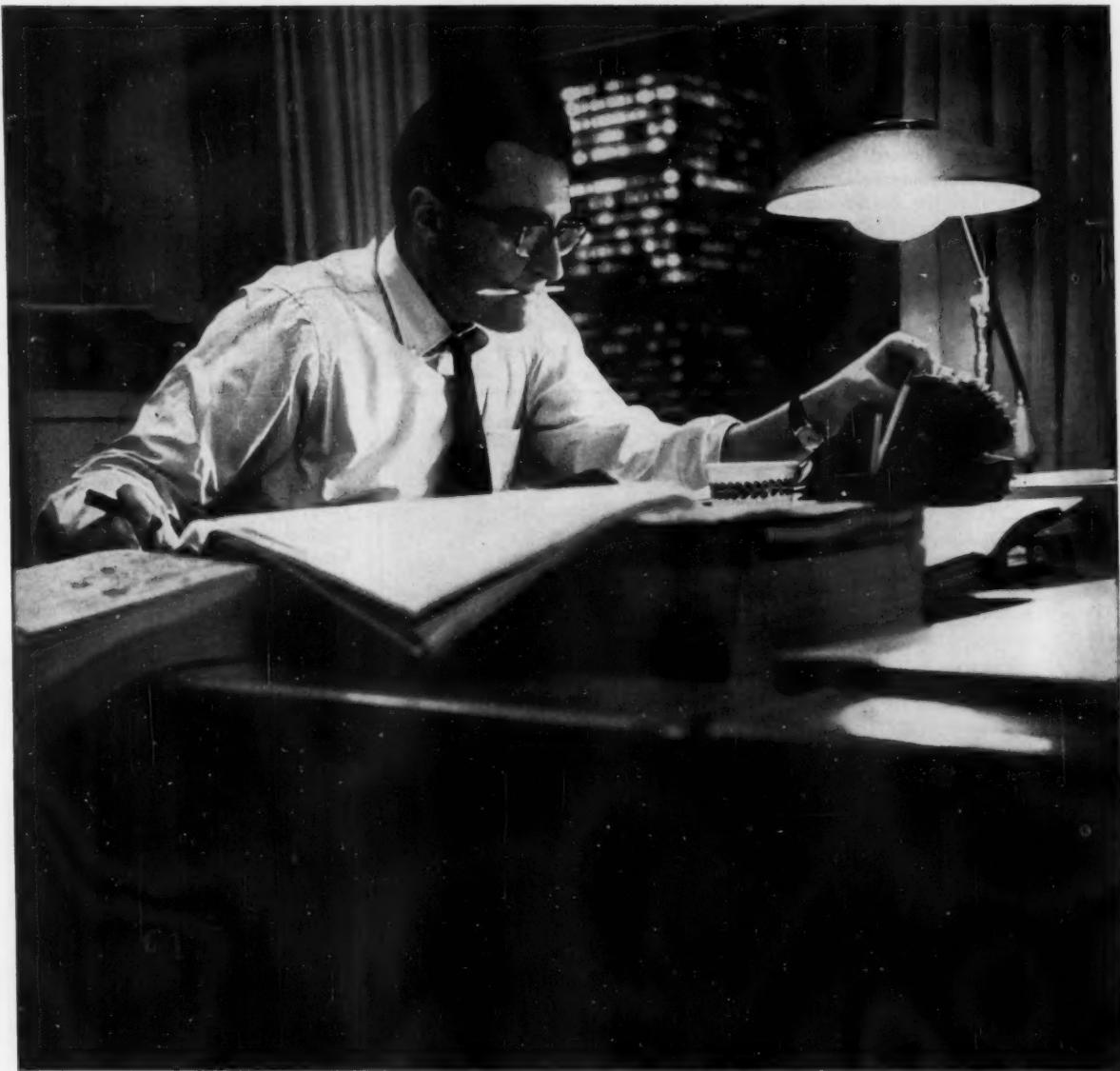
To better understand how these package meetings work, let's explore the contents of one parcel, typical of those offered four times a year. Meeting number 68, "Superior Performance for Today's Cars," first contains a combination instruction and script booklet. Booklet explains what is supplied in the kit and what the dealer must supply himself. Additional props the dealer must supply include: 3 x 4-ft. visual fact board to attach flip charts, 33-1/3 r.p.m. record player, portable lectern on which to place the meeting booklet, and pencils for filling out the pocket reminder card handed each man before meeting. Following the instructions in the booklet is the meeting script.

Three-Part Script

Each page of the script has three basic divisions. On the left hand side of the page are thick arrows which contain words to indicate what visual is to be at this specific point in the script. In the center of the page is the script that meeting leader reads. To the right is an illustration of the visual to be used. In this way the chance of human error is reduced.

In meeting 68 the visual aid is a flip chart, with each page stapled in the proper sequence. At various points along the script there are instructions spotted with a big arrow which contains the word "action." Instructions tell the meeting leader what he should do, such as point to the flip chart or other pantomime action to help give more effectiveness to the meeting.

In the same "package" is meeting 69, "Service That Counts." Principal visual in this meeting kit are flannel board signs. To help explain the meaning behind each visual is a recording of a Goodyear training man. He actually takes the dealer salesmen through mock selling situations to explain how to use product information.



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tion more effectively. Record delivers a good amount of practical sales psychology. During this portion of the record, two men (in the recording) go through typical sales situations. However, the entire record is not played at once. Record is divided into what the recording industry calls "bands," so that the leader can see where to start and stop for a particular part of the script. Text of record is reproduced in the meeting booklet, so the leader can follow along and not be staggered with a surprise—the end.

Flannel board visuals are used in the bonus meeting, number 70, "Off the Job Safety." (Package kits usually include two meetings, but occasionally a third is thrown in free.) In the safety meeting a quiz is provided for dealer salesmen. Questions are designed to cover major points given in the meeting text. In addition, each salesman is given a pocket card check list on what first aid supplies he should have handy.

Cost to the company to produce a package is between \$9 and \$10. In turn, it sells the meeting package to

its dealers for \$4. An additional charge of \$12.50 is made to dealers who order flannel boards. This cost is modest since the flannel board can be used with many of the 72 meetings.

Kits Fan "Ember"

Goodyear reasons that to stage regional meetings to train its dealer salesmen would cost considerably more than it spends in its package meeting program. "Travel, hotels, meals, lost time, lost sales all become onerous overhead items," says company. Company recognizes that regional meetings can fire enthusiasm, but the blaze soon dwindles to an ember once home. Plan is to frequently fan the ember into a steady glow. Goodyear occasionally does stage dealer meetings, but the number has been considerably reduced with package meeting kits.

Company sees some definite advantages to its kits and dealer meetings. Each meeting can be tailored by the dealer to fit his particular group. In addition, sales personnel



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are much more likely to ask pertinent questions when among their friends. Common problems can be aired without anyone fearing to show ignorance about products or company policies. Goodyear feels in big meetings, men tend to clam up and nod knowingly, whether they get the message or not.

40-Minute Sessions

Each meeting is geared to run about 40 minutes with the balance of the hour reserved for discussion. Goodyear field salesmen carry package meetings with them and put on meetings in smaller dealerships. Generally, meetings are held on the business premises after hours.

Contents of each meeting are worked out jointly by Goodyear Sales Department, Goodyear Sales Training Department and Charles Mayer Studios, Akron. Sales Training writes the script after conferring with Sales, which then approves the final script.

What dictates what props go into a specific meeting is the message. "We don't start with preconceived ideas," Charles Mayer says, "but in-

stead call on whatever aids we think will do the job. It may require movies, slides, filmstrips, recordings, hook n' loop boards, charts, displays or just a simple chalk talk — or any combination."

Decides on Symbols

Goodyear Sales Training decides how meetings are to be symbolized and how the symbols are to be used — whether on the flannel board, flip chart or other meeting prop. Mayer Studios does the art work, manufac-

tures the material required, prints, cast's voices, selects sound effects and music, and provides recordings. In addition, Mayer Studios assembles, packs and ships meeting packages to the dealers. Goodyear furnishes the mailing labels.

► Importance of package meetings is that salesmen are trained without loss of selling time, nor does the dealer have to take time out to plan a meeting. All he has to do is follow the Goodyear instructions and script. ♦

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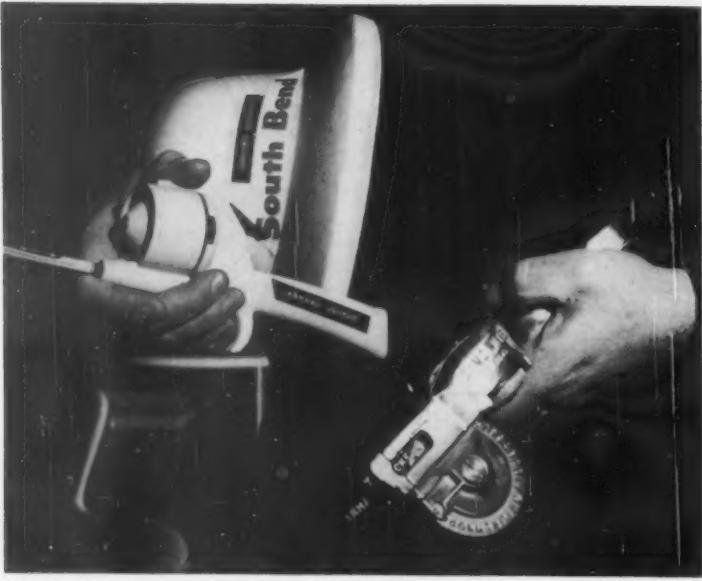
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CLOSE-UP shows tapewriter (right) and its labels on helmet and fishing rod.



LABELS personalize booklets at Chicago Printed String Co. meeting.

Plastic Name Strips Show Up at Meetings

Embossed tapes which are used to label parts for supersonic aircraft have found their way into conventions and shows. New machine quickly turns out tapes to personalize giveaways, to label items in exhibit, to make place cards, to make badges.

CONVENTIONS, trade shows and even day-to-day conferences call for the passing of myriads of information in printed form, and use of many items for giveaways, sales tools or general sales stimulation.

Most of the items or brochures require some sort of identification or labeling and many are personalized to create a better effect or to stimulate more interest.

Such labeling can be a big job and an expensive process. But some companies recently have found a fast, economical method to do all of their required labeling with just a small hand embossing tool that uses vinyl or metal tapes with an adhesive backing.

Called the Dymo-Mite Tapewriter, this inexpensive unit has in the past been used for such things as identifying electronic parts for supersonic aircraft and labeling wirings for nuclear submarines.

The tool is only 10 inches long and can be operated by practically anyone for quick "on the spot" labeling.

South Bend Tackle company, headquartered in Chicago, used the tool to stimulate booth traffic at the National Sporting Goods Assn. Show, held in Chicago's Morrison Hotel in January.

South Bend had a 30-foot booth in which it displayed its full line of fishing equipment; from fishing rods, to tackle, lures and associated items. A crowd of approximately 13,500 sporting goods dealers and manufacturers from all over the nation attended.

Although South Bend sells mainly through large distributors, it naturally has an interest in promoting good relations with dealers who handle its products. Giveaways are always a good method to put your name before the public, but South Bend used the Dymo-Mite to add that extra touch.

For each dealer that came by the South Bend booth, men at the booth had a styrene sports helmet with an adjustable hat band. They also gave away small folders containing South Bend equipment literature. The "extra touch" was that each hat and folder was personalized with the dealer's name. This personalizing was done very quickly with the new labeling tool.

As a dealer came to the exhibit booth, one of the South Bend men would chat with him briefly, while another made two labels with the Dymo-Mite and applied one each to the hat and the folder. As the dealer

left he was handed the two giveaways with the compliments of South Bend Tackle. Before the show ended, South Bend Tackle had 500 hats with the South Bend name, bobbing through the exhibit area, and 600 folders with the South Bend name showing, in the hands of their dealers.

Men in the South Bend tackle booth eventually had to keep the machine under the counter because so many people were coming to the booth to have wallets, glass cases, brief cases, and every other imaginable belonging personalized.

Twelve hundred miles away from National Sporting Goods show, in the warm climate of Miami Beach, men from another organization, another industry, used the tapewriter with much the same successful results.

New Member Promotion

Coin Machine Council, an association for men in the coin-operated machine business, used the tapewriter to aid them to gain new members during the Machine Operators of America convention in May at the Deauville Hotel.

CMC had a 10-foot booth manned by officials of the organization, whose main purpose was to get new members and make operators aware of CMC. Major attraction of the exhibit booth was a large board with the name of every present member of CMC listed in various colors of Dymo tape (tape comes in nine different colors). Backwall of the booth, against which the name board was placed, was made of translucent plastic. A color wheel revolved in front of a large spotlight directed at the backwall, giving the effect of a constantly changing background.

During the convention, each man who signed up from CMC membership had his name embossed immediately with the tapewriter and placed on the large board along with the 600 present members. As a further inducement, wife of each new member was presented with a ball point pen that had an artificial flower built into the top.

Coin Machine Council came away from the convention with 6% additional members.

Chicago Printed String, one of worlds' largest manufacturers of gift wrappings and ribbons for consumer and industrial use, had a helping hand from the tapewriter during its recent

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sales meeting held in Nassau.

Management used it to personalize a cellophane booklet that was given to salesmen to explaining new programs, research projects, and giving the general picture of the company. Sales men's names were put on the booklets with no time or money used for expensive embossing processes. Instead, gold colored Dymo tape was used.

Also, at the banquet climaxing the three-day meeting, place cards were each labeled with a piece of Dymo tape bearing the name of the person to be seated at each spot.

Since the tape will stick to clothing, it can be used for name tag during sales meetings or conventions, or to make name labels to put on the same identification badges printed with the name of the company.

This tool has found wide use in a variety of situations and a multiplicity of industries. Dymo tapes were also used to advantage by Borg-Warner Company in an exhibit at 1961 Pacific Coast Automotive Show held in Los Angeles. Company had a 40-foot booth in which it displayed samples of its clutch plates, diaphragms, gaskets and other automotive parts, as well as the cup that is given each year at the Indianapolis 500 Speedway. Dymo tape was used to identify the various parts exhibited on two 10-foot side panels.

All blue tape was used to be consistent with the color and theme of the display. The 10-foot side sections of the display were designed by 3-D Displays, Chicago, in such a manner that they could be removed and reused. They are now being displayed by Borg-Warner dealers in regional shows.

Applications and uses of the labeling tape seem to be limited only by the imagination of the people who use the machine. Some other uses at meetings and shows are:

Badges: Badges have been personalized with the name printed on Dymo tape. Different types of show visitors have been shown by using different colors of tape.

Giveaway kits: Each man who attended the exhibit had his name on a kit. Two additional labels were enclosed with the man's name embossed for whatever use he wished to make of them.

Exhibits: Labeled with Dymo tape

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Reade Whitwell, Manager

to explain the various parts of an exhibit, color-coding were used to show relation between parts of the exhibit.

Booth directories: Used at entrance to a show—tape namer gives more professional appearance to directories than they sometimes have.

Charts and graphs: These can be made up quickly with tape for the bars or lines and the embossed tape for all printing. Variety of colors available add further meaning to the chart and company color combinations can

be used.

Traffic builders: Free name labels have proved to be excellent traffic builders for exhibits.

Sales meetings: Company organization charts can be made up for presentations, properly color coded for related functions. Also floor plans or layouts of work flow or equipment location can be labeled.

From giveaways to displays, the new labeling tape has found application throughout the spectrum of sales meetings, conventions, exhibits, dealer shows, and small conferences. ♦



Suites Named for Companies

YOU MAY NOT have your very own hotel for conferences, but you may have your very own suite if a trend takes hold. About half a dozen companies have suites named for them in Sheraton-Syracuse Inn, East Syracuse, N. Y.

Not only do these suites have plaques on the door, most are equipped with the companies' products. For instance, the Westinghouse Suite has Westinghouse TV and clock radio. General Electric Suite has G-E hi-fi phonograph, TV and radio. General Motors' Brown-Lipe-Chapin Div. Suite has one wall decorated with shiny hub caps from GM's line of cars.

"We have tried to furnish each suite with some of the products that the particular industry manufactures,"

says Harry E. Fear, general manager, Sheraton-Syracuse Inn. "In cases where this is impossible, a large photograph of the plant is framed and placed in a prominent spot in the room. In other instances, a picture of the company's president is placed in the room."

This system of naming hotel suites after companies is used by the hotel to honor local corporations. The hotel tries to make these suites available to the companies so honored whenever they book space.

For the companies, the suites are permanent advertising or public relations impressions, whenever they are used by other guests. The companies pay nothing to have suites named for them. The hotel pays for the plaque on the door. ♦



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EARL C. SMITH

"We're Willing To Laugh at Ourselves"

And Crown Zellerbach invites customers and trade to join in the fun. Meeting to promote new PoP program includes movies that star company talent. Humor works; creates enthusiasm that hits new high.

PEOPLE like to laugh. They are glad to absorb useful and usable information if it is presented entertainingly and without too much solemnity. The more imposing and important a corporation is, the greater the dividends it can draw from letting its customers know that it is willing and able to laugh at itself. If, added to this, the "message" is one that wraps up potential profits, the lucky company with this combination has it made.

Crown - Zellerbach Corporation's Consumer Products Sales Division had such a combination in a recent series of meetings in which it presented its 1961 in-store promotion plans to grocery trade executives in the eleven continental Western states, Texas, Hawaii, and Alaska. From these imaginatively staged meetings it has reaped remarkable response and acceptance of its program by store operators.

Earl C. Smith, sales promotion and merchandising manager for the division, says: "This type of presentation has stimulated our grocery clients to a point of enthusiasm we have never before experienced. Many key accounts who attended these meetings have insisted on setting promotion schedules with us as soon as possible and have given firm order commitments."

Meetings that elicited this enthusiasm were set up as road shows. Crown-Zellerbach named the produc-

tion "Funarama" and beamed it at the top people in the grocery trade-wholesalers and buyers. About 1,500 of these strategically placed individuals attended the 48 shows which were given for the trade in the cities of Los Angeles, San Francisco, Portland, Seattle, Denver, Dallas, El Paso, and Phoenix.

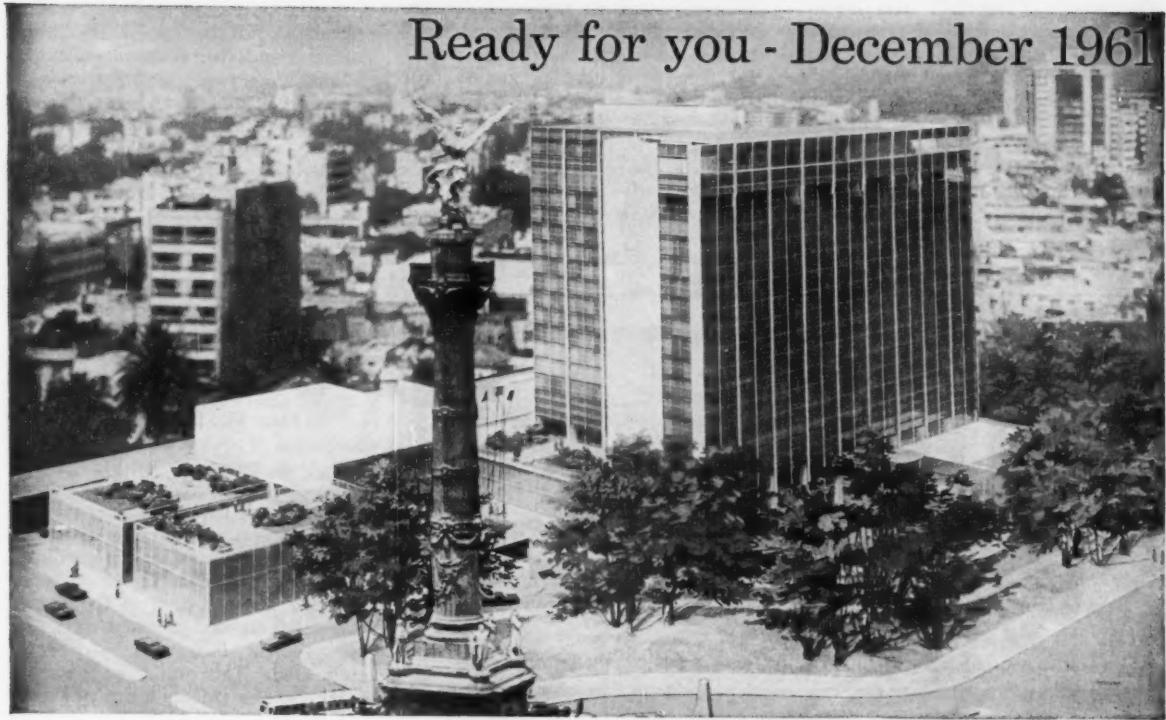
Built around this year's trade presentation, the fast-paced show took up exactly 45 minutes. Spliced between the serious presentation—marketing data, introduction of new packaging, new products—was fun-type entertainment whose climax was the unveiling of the company's new point-of-purchase material. This in-store promo-



STAGE set-up shows how point-of-purchase material looks in super market.

Bienvenidos Amigos!

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tion itself is known as "Funarama" and consists of an animated display making effective use of the company's "Zee Animal Circus" which has won advertising "Oscars" for two successive years. (The C-Z "zoo cuties" have garnered a total of nine major awards in the two years—in every promotion competition entered. The PoP program has never failed to draw top awards.) Objective of the promotion, of course, is to win sales for the company's line of household paper products and it, too, uses theatrics. This year's "stars": an animated rhino,

tiger and fantasy bull.

Staging for the shows takes five men from three to three and a half hours to set up. It consists of custom-built theatrical stage with blacklights, dimmers, standard theater footlights, solenoid-controlled curtains, and background music, controlled from a central panel. In-store promotion program with which this material is concerned includes the "Zee Circus" spectacular, moving, colorful, lighted animals; also theme banners, wire hangers, and stack signs, and the use of Zee advertising mats for stores' news-

paper advertising.

This part of the show demonstrates, with use of supermarket atmosphere and props, how the C-Z "zany zoo" promotion is used to set up sales all over the store, how it slows the shopper down, puts her in a cheerful frame of mind and, hence, the mood to buy. While grocery products buyers were likewise being relaxed by the Zee menagerie's antics, members of consumer division's promotion staff slipped across such information as: enthusiasm of grocery store managers for the promotion; fact that major supermarkets have had it back as many as three times in a year; and that it has moved five to 10 times the normal volume of paper products.

Slides on Market

The show also includes a slide demonstration of market conditions and information pertinent to the grocery trade, it provides fact and figures on the growth of paper products tonnage in comparison with grocery store tonnage generally; and data to indicate that the cost of living index on paper products has not risen to the degree that it has on food products. Product improvement facts also were communicated. This portion of the show next gave the grocery industry executives cogent facts on paper products profits which were available to their stores or customers' stores. There was a rapid showing of new materials intended to aid the grocer at the retail level and also to facilitate handling at the wholesale level, including a revamping of standard shipping case designs, new colors in napkins, a polyethylene food wrap and fixture fold paper napkins for home dispensers.

Film Is Fun

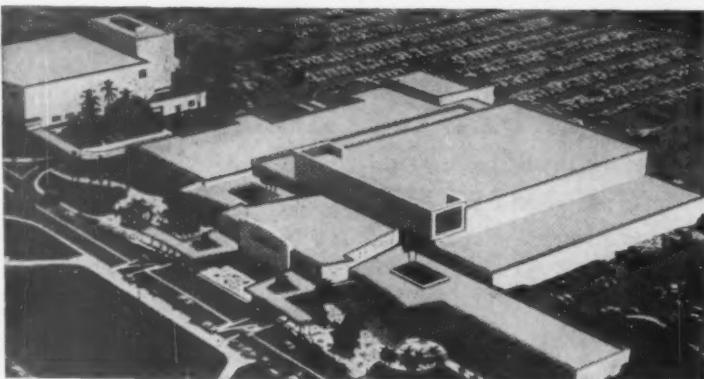
Fun part of the trade presentation revolved around a specially produced movie, "Zee to Zambese" and a sequel, "Did Success Spoil Africa Smith?" Sales Promotion and Merchandising Manager Smith who starred in both of the color movies, remarks concerning the latter title, "This is a strictly rhetorical question." He describes the films as "real low-budget items in which Consumer Products Division kids itself."

The movies were written, directed, and produced by Harold R. Ohleyer, brand product manager of the division. They include some clever sequences, employ some trick photography, and photogenic girls. Entire cast was made up of people in Consumer Product sales promotion department—providing a double effect,

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Director Convention Bureau
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for they are well known among grocery trade people.

Made to Spice Meeting

First of the two movies originally was made to spice a sales meeting and was not intended for the trade. At the suggestion of Division Sales Manager Harold C. Kavalaris, it was included in the trade presentation last year—and received such raves that the sequel was made and both shown during the 1961 "Funarama" carnival.

Plot revolves about Consumer Product's efforts to secure the animals used in its consumer products displays—all rather extraordinary and fantastic beasts, never seen on land, sea or in the air. Smith, with his "Brownie", is dispatched to the "Dark Continent" to secure photographs of the creatures. The sequel finds him relaxing after a successful trip, refusing all blandishments to return to work.

Says Smith: "Our customers in the trade really enjoyed this. It let them in on the 'inside humor.' We're willing to laugh at ourselves, and they are invited to join us."

No More Expensive

Concerning costs, the company's management has not found that this kind of show is no more expensive than conventional meetings for the trade. Since any sales meeting usually involves entertainment expense (for food, liquor and so forth), company spokesmen point out that the cost of meetings are determined more by the number of guests in attendance than by cost of props for the show. These latter, "if figured out on a per capita basis, would be nominal."

Actual equipment costs were in the neighborhood of \$2,000—also considered nominal by the company. Most of this equipment has been, and will be, re-used. Future trade presentations along similar lines are anticipated.

Prop material was shipped in specially designed theatrical cases. The "cast," composed mainly of members of the headquarters executive staff of consumer products promotion, traveled by air. This was, of course, all male; women starred in the film were all office personnel.

Meetings were scheduled far enough apart so that arrival of props was assured. Usually, they arrived the day before the staff arrived.

Results 'Gratifying'

Smith calls results "very gratifying." Sales representatives in CZ's Consumer Products Division report receiving

orders for display material which during the month of January totaled more in quantities shipped than the company did for the entire year of 1960. The show and the promotion staff of the division were on the road for the carnival circuit most of the time during late December and January.

Proud of Record

If meetings and the promotion they are designed to sell can be measured by the effect on sales, then, Smith con-

cludes, "we can be proud of the record."

Plans Follow Analysis

It can also be considered a triumph for the visual-audio and motion picture type of presentation over more verbal and conservative kinds of meetings. It may be significant to note as division manager L. W. (Wally) Moore points out, "We don't plan either trade or consumer promotions without a careful analysis." ♦



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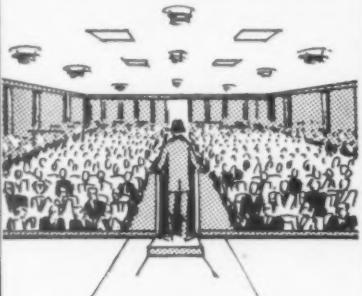
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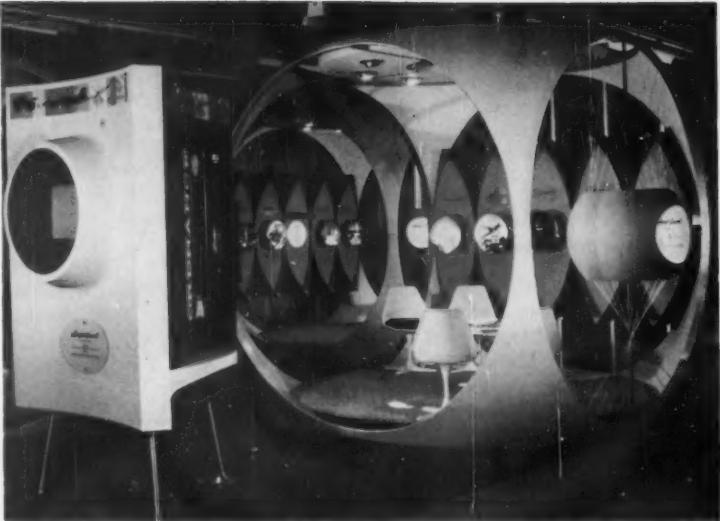


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VIEW shows free-standing, module unit. Three modules, built around cubic principle, are used independently, together or as a theme center for others.

New Module Idea

Aerojet develops modular exhibit units to act as attention getters in a big booth, or as small individual exhibits. Each of three units has own electrical system. Modules break down into eight triangular sections; are held together by bolts.

AEROJET GENERAL Corp., Azusa, Cal., subsidiary of General Tire & Rubber Co., has worked out a unique modular exhibit concept together with Industrial Displays in Glendale, Cal. Modular arrangement is based on round and curved geometric patterns to make it different and adaptable to areas which contain such obstacles as posts, columns and wall projections. In arrangement, there are three module units. Although each is independent in its own right, design of each is clean so that units work together in many positions.

Two Objectives

Majority of modular exhibits are worked on a rectangular principle. Company wished to stay clear of this

for an exhibit, either together, separate structure of struts and interchangeable panels, which it says, "has become so stereotyped." Two objectives were outlined by management before the planning stage: (1) Develop an exhibit which could be used in a series of trade shows, each with a different type audience. (2) Represent as many facets of the division as possible. Aerojet says modular exhibit was the obvious answer, but "How to make it unique?" was the problem.

As Core of Exhibit

When you come right down to it, these three modules can be termed "feature items." Idea is for them to attract attention and serve as a core

for an exhibit, either together, separately, or as a center piece for other supporting displays.

Modules are a complex of intricate construction. Each has to stand free by itself (no additional supports) in any position for the variety of spaces in Aerojet's show schedule. Potentially, every side of these modules are a front, according to company. "Mobility gives these units additional use as lobby, conference room, or speaker-stand displays. With the addition of a simple background panel, they can be used as lineal single-booth displays in local shows," says Aerojet's Don Turner, developer of the plan.

Power from Above or Below

Modules can receive electrical power from overhead or floor sources for the outlets in each unit. Modules break down into eight triangular sections for shipping. One stud-bolt locks each joint together.

Company reports that design concept was so unusual that new construction techniques, methods and materials had to be considered. Major problem was to find a display house willing to assume the task at reasonable costs. After Industrial Displays, a division of Genge Industries, Inc., accepted the assignment, it was decided a molded fiber-glass shell on a steel tubing frame would be the best method of construction. Each module, assembled, is 10 x 10 x 10 ft.

To Last Three Years

With this exhibit arrangement, Aerojet intends to present its products for the next three years. ♦



MODULE units can be used as conference areas or to dramatize a particular division's display at a trade show.



JOHNNY. ON. THE • SPOT

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Getting there "fustest with the mostest" is a truism that also applies to every aspect of international exhibition participation.

Seattle is the spot; April 21, 1962 is the opening date—let's get together if you intend to participate.

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American Gas Assn. uses closed-circuit TV to promote product through science teachers (at teachers convention). TV supplements program; makes meeting more exciting, helpful.



AGA demonstration is televised closed-circuit to teachers.

CLOSED-CIRCUIT TV brought the gas industry another step closer in its ties with science teachers at National Science Teachers' Assn. convention in Chicago, this spring. American Gas Assn., headquartered in New York City, sponsored a series of TV programs each day for convention delegates to keep them abreast of developments. A.G.A. provided the opportunity for delegates' questions to be answered by experts, and gave all who watched a close-up look at science demonstrations.

Idea behind the sponsorship was to better acquaint science teachers with A.G.A.'s free teaching aids on gas to be used in the classroom. This closed-circuit series not only acted as an information and news service for delegates, but boosted attendance at the A.G.A. exhibit as well.

Non-Commercial and Newsy

On the theory that to be of interest to attending teachers TV coverage had to be non-commercial and newsy, A.G.A. left programming entirely in the hands of N.S.T.A. people. In the planning stage and during the convention, A.G.A. staff members gave guidance, advice, and technical assistance, but otherwise did not inter-

fere in the programming, except to lay down a rule that nothing competitive to gas could be shown or discussed.

Dr. John W. Renner, associate executive secretary, N.S.T.A., appointed Dr. Hugh Allen, Jr., associate professor of Physics and Science Education, Montclair State College, a regional director of N.S.T.A., to take charge of the television programming.

Convention was confined to Hotel Sherman. Exhibits and meetings were on the mezzanine floor. TV broadcasts originated in a section of the exhibit area just outside the doors to the main meeting room. This roped-off area, with its television cameras, lights, technicians, control panels, and all the stage activity that goes with live TV, attracted maximum attention from conventioneers.

Fifteen monitor sets were set up around the exhibit area. TV programs were also carried to each of the Sherman's 1501 rooms.

Five large easel cards, placed strategically around the hotel lobby, exhibit, and registration areas, announced the closed-circuit TV series to teachers. Small tent cards bearing a similar message were on the television set in each hotel room when delegates arrived. Each of these cards

carried a discreet message at the bottom to announce that the TV programs were being provided for the convention by American Gas Assn. In addition, a sign was on display in the A.G.A. booth, where the gas industry's science teaching materials were being shown, to invite teachers to tune in to the TV programs. A page ad placed by A.G.A. in the official convention program also carried this invitation along with a request that teachers visit the A.G.A. booth.

Program Content

Program material consisted of interviews, panel discussions, science demonstrations, newscasts, messages, notices of coming meetings, and films. A.G.A. received its recognition through credit lines reading "American Gas Assn." printed at the bottom of each card that bore a message or a meeting notice, announcements every hour, and through identification of Professor Elbert C. Weaver. Dr. Weaver performed science demonstrations and conducted interviews, as one of the consultants who prepare A.G.A.'s teaching materials on gas.

Dr. Weaver's two-hour-long science demonstrations, one on Sunday and

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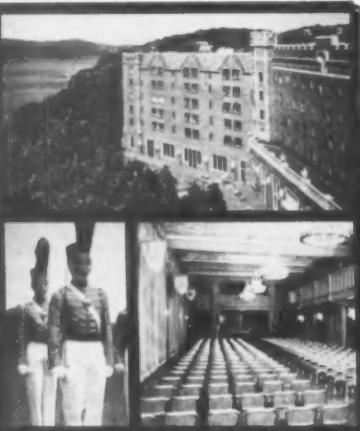


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one on Monday, gathered large crowds around the television area to watch him perform "live" in addition to those who watched him on TV screens. Along with his demonstrations, he interviewed Roy Gibbons, science editor, Chicago Tribune, on the TV "network" on Tuesday morning.

Another star attraction on "Science Teachers' Network" was Dr. Hubert N. Alyea of Princeton University, an eminent scientist who worked on the Manhattan project. With a group of other scientists to aid him, Dr. Alyea gave a demonstration of projection techniques that supplemented a demonstration he had given shortly before to a small section of the convention.

A.G.A.'s closed-circuit TV ran from 7 a.m. to 7 p.m. the first three days of the convention, and from 7 a.m. to noon on the last day, which is the hour when the convention officially closed.

First person to be interviewed, at 8 a.m. Saturday morning, following the news and the day's announcements at 7 a.m., was Dr. Robert A. Rice, current president of N.S.T.A., who is head of the Science Department, Berkeley High School, Berkeley, Cal. Dr. Rice officially welcomed delegates to the convention on TV. Other interviews were spotted throughout the series.

Several panel discussions were held, including one on elementary school science and one on industrial trips. Films shown varied in subject from "The Story of the Blood Stream" to "Asteroids, Comets and Meteorites" and "Satellites: Stepping Stones to Space."

Several times, as general sessions were breaking up, a television camera was turned on the crowd leaving the meeting hall, and important persons were picked out of the passersby for "man-on-the-street" type of spontaneous interviews. This had a spot news quality, and placed emphasis on meetings that were being held.

TV programs were planned to augment the convention, not to interfere with it. None of the convention sessions was televised; rather, announcements over television urged delegates to attend sessions scheduled each day.

No live TV was planned during important general sessions; films were shown at these times. None of the convention speakers was interviewed

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General Manager



before he appeared on the general convention program; rather, following his talk he was secured for a TV interview during which he could expand on his subject. During these interviews, viewers were also invited to phone in to the TV message center with questions for the interviewee, which was an excellent service since no questions had been possible during talks at the convention session.

In several cases, speakers at the general sessions illustrated their talks with small models of scientific equipment, which only persons sitting in the first two or three rows of the large hall could see clearly. These speakers were brought on television after their general-session appearances, and camera closeups brought the science teachers clear views of what they had not been able to see at the original presentation.

Another case where TV stepped in to add to convention coverage was in connection with a demonstration on "Similarities in Wave Behavior" by John N. Shive, director of education and training, Bell Telephone Laboratories, which was on the official convention program, but unfortunately was held in a room so small that only a fraction of the teachers who wanted to see the demonstration could get in. Dr. Shive was then scheduled for television a few hours later; his appearance was well-publicized over the television network beforehand, and he put on his demonstration again before a much wider audience, via TV.

International and national news, plus the weather, was broadcast three times a day through the courtesy of the Chicago Tribune and American, whose editors gave permission for their newspapers to be used as news sources.

Convention coverage had a lighter side, too. Each morning's broadcast began at 7 a.m. with two professors, dressed in shorts and college sweatshirts, leading calisthenics to start the conventioneers off right. There were several tongue-in-cheek contests run, one for suggestions for new scientific apparatus. Two of the entries were geiger counters that do not register for people who would just as soon not know what the radiation level is, and scalpels without blades for states that have antivisection laws. Fill-in material such as this provided light contrast to balance of

programs and kept the science teachers watching at all times to see what was going on. Floods of phone calls in response to the contests were an accurate index of the large number of viewers the TV programs drew.

Meanwhile, the A.G.A. exhibit of teaching aids received extremely heavy traffic, some teachers visiting it to see just what the American Gas Assn. was, after seeing and hearing the name so often on television.

All the gas industry teaching aids put out by the Educational Service Bureau were displayed, from the first kit, "Natural Gas - Science Behind Your Burner" through the "Science Principles and Your Automatic Gas Appliances" series. Folders listing and describing all the kits were given out to the teachers who stopped at the booth, as well as student sheets from whichever of the kits the teacher was most interested in. Teachers then filled out registration cards to have kits that they wanted sent.

These teaching materials are supplied free to schools, with the gas company in each area bearing the cost under an agreement that each company has with A.G.A.'s Educational Service Bureau. ♦

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Design Engineering Show's space rate to cover labor charges

YOUR BIGGEST HEADACHES as an exhibitor at a trade or industrial show may become a thing of the past. If an experiment with Design Engineering Show works next year, you can forget your past woes with exhibit hall labor, crate handling, exhibit



PRESIDENT Saul Poliak reports that Clapp & Poliak, Inc., has been investigating show package plan for over two years.

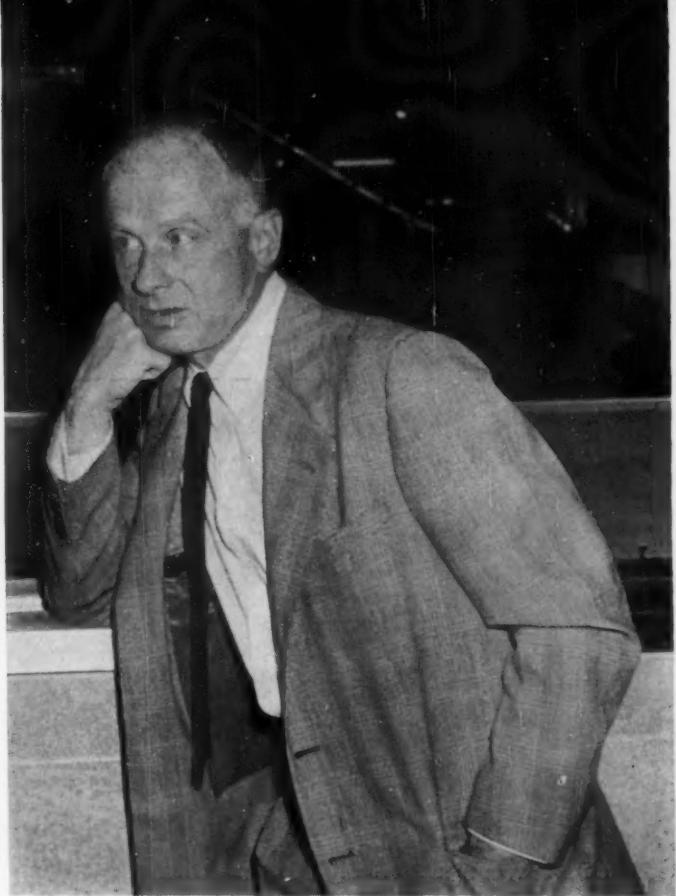
First Time for Major Show

erection and dismantling. You can know in advance what your show participation will cost.

These, and several more, are the benefits expected with the new plan developed by Clapp & Poliak, Inc., show management, New York City.

For the first time at any major show, you will be able to buy exhibit space and the space rate which include all these services without additional cost:

- Hauling of exhibit material from the exposition hall loading platform to the booth and its return to the platform after the show;
- Uncrating and unpacking of machines, equipment, display units and exhibit backgrounds, and re-crating and re-packing;
- Erecting of booth backgrounds and display units and dismantling;
- Spotting and positioning of equipment, machines, backgrounds and display units;
- Electrical connections and normal wiring to machines, control panels, etc., including electrical current consumed;



Big Show

"EVERY exhibitor will save money," says Saul Poliak about show plan whereby space cost includes services.

- Standard furniture, standard floor coverings and standard booth backgrounds, and
- Telephone installation and local calls.

"All these services, rendered without extra charge, will help the exhibiting company control show costs, enable the company to determine these costs accurately in advance, minimize labor difficulties and eliminate disputes over contractors' charges," Saul Poliak, president, points out.

No Bills, No Disputes

"All order forms and billings are eliminated. There is no need to argue about who is supposed to do the work and there will be no dispute over the charges, because there will be no bills. There is no need for budget guesswork, as the charges are fixed when the booth space is rented," Poliak says.

A few, special services are not included, some because only a small number of exhibitors require them. Among these are compressed air services, plumbing, painting and long distance telephoning. Exhibitors who prefer their own furniture to the standard furniture may use it and it will be hauled without charge. Similarly, exhibitors who prefer tile flooring may provide it and it will be installed without

charge. Other special services, such as internal wiring of an exhibitor's own machinery or displays, painting touch-up, also are excluded.

"Except where the exhibitor wants something special, he may ship his exhibit material to us and walk into his booth to find it completely set up, for replacement of his products, without charge. We believe this innovation represents a major advance in making the exposition medium more valuable and productive for exhibitors," says Poliak.

Design Engineering Show, which is among the three largest annual industrial expositions, will be held at McCormick Place, Chicago, April 30-May 3.

Saul Poliak admits that there are many difficulties in the plan for full service for a single price of space alone. "But we do not foresee any troubles with the Design Engineering Show," he says.

Clapp & Poliak has been investigating possibilities of the plan for over two years. If the experiment with the Design Engineering Show turns out as expected, "there's no question that the plan will be expanded to other shows," Poliak reveals.

"Every exhibitor will save money," says Poliak about the space costs that include all services. There will be a 15% saving in labor cost for most exhibitors. Some may save as much as 25%, according to the show management company's estimates.

(continued)

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How do these big savings come about? According to Poliak, there is a big saving in billing alone. (There are 400 exhibitors.) Service suppliers cut their costs when they render just one bill — to show management. There will be no big billing costs, no credit losses or collection costs, no long wait for money.

Another big saving will be in allocation of labor. At an ordinary trade show, a large pool of labor must be on hand at all times because contractors never know what exhibitors will order or will need. Under the new plan, all services will be ordered in advance (if exhibitors want to get them free).

With facts on exhibitor needs in advance, service contractors can schedule labor and equipment so that there is no unused time. Unused labor time is one of the biggest overhead items for contractors and is reflected in service charges.

Exhibitors, under the new plan, probably will be required to report in advance when their exhibits will arrive at the hall. This is another aid toward economical labor scheduling.

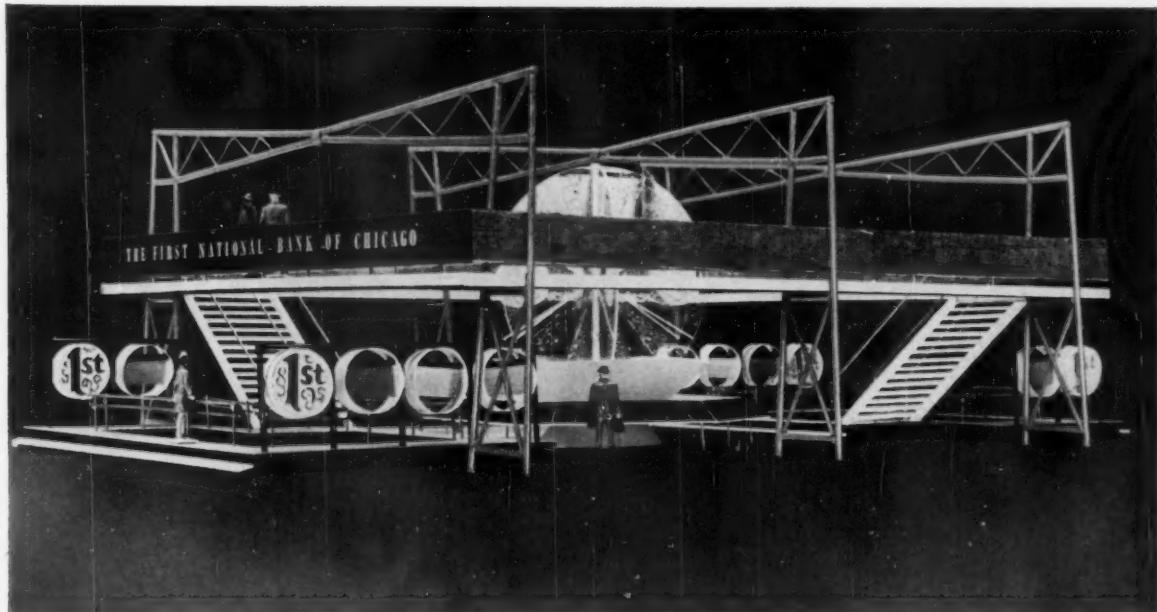
Many Problems

Problems for show management are many and varied when it attempts the all-services-free plan, Poliak points out. Labor rates vary from city to city. Labor jurisdiction varies, too. And, of course, problems vary from show to show.

Entire exposition field will watch Design Engineering Show carefully. If all goes as expected, a new era in exhibiting will be opened in Spring, 1962. The trend could revolutionize exhibit management and service contractor relationships.

While Clapp & Poliak has planned the innovation for Design Engineering Show only, success conceivably could spread the idea to other large shows quickly. Clapp & Poliak manages many of the nation's large, important expositions including: Machine Tool Exposition, National Plastics Exposition, National Packaging Exposition, Production Engineering Show, Plant Maintenance & Engineering Show, Industrial Building Exposition and Congress, International Soft Drink Industry Exposition, National Materials Handling Exposition, Western Plant Maintenance & Engineering Show and Western Packaging Exposition. ♦

THIS MONTH'S FEATURE EXHIBIT!



Gardner Displays creates two-story exhibit for The First National Bank of Chicago

Rare gold coin collection featured in International Trade Fair exhibit

One of the largest collections of gold coins ever assembled is featured in the 5,000 sq. ft. exhibit which Gardner created for The First National Bank of Chicago. The result of months of concentrated planning and careful development, the exhibit not only has traffic-stopping impact but also conveys the progressive image of the bank in dramatic fashion.

The exhibit (case file 11-71B) is the only balconied structure at the Chicago International Trade Fair and affords visitors an ideal vantage point for viewing the entire exhibition. The center of attraction is an 18-ft. lucite "polysphere" covered with gold coins gathered from all over the world. Light of over 4,000 watts plays on the sphere as it slowly revolves on its raised base. Other rare coins, mounted within outlines of the countries of their origin, are displayed on the stationary, many-sided stand sur-

rounding the polysphere. At each end of the exhibit automatic equipment typical of that used by The First National Bank of Chicago demonstrates interesting and unusual operations.

Exhibitors all over the world have found that they can always depend on Gardner for exhibits that are imaginatively designed, soundly constructed and delivered promptly, when and where they are needed. Whether you need a single display or a complete PLANNED IMPACT exhibit program, you can be sure of the best when you rely on your Gardner man.

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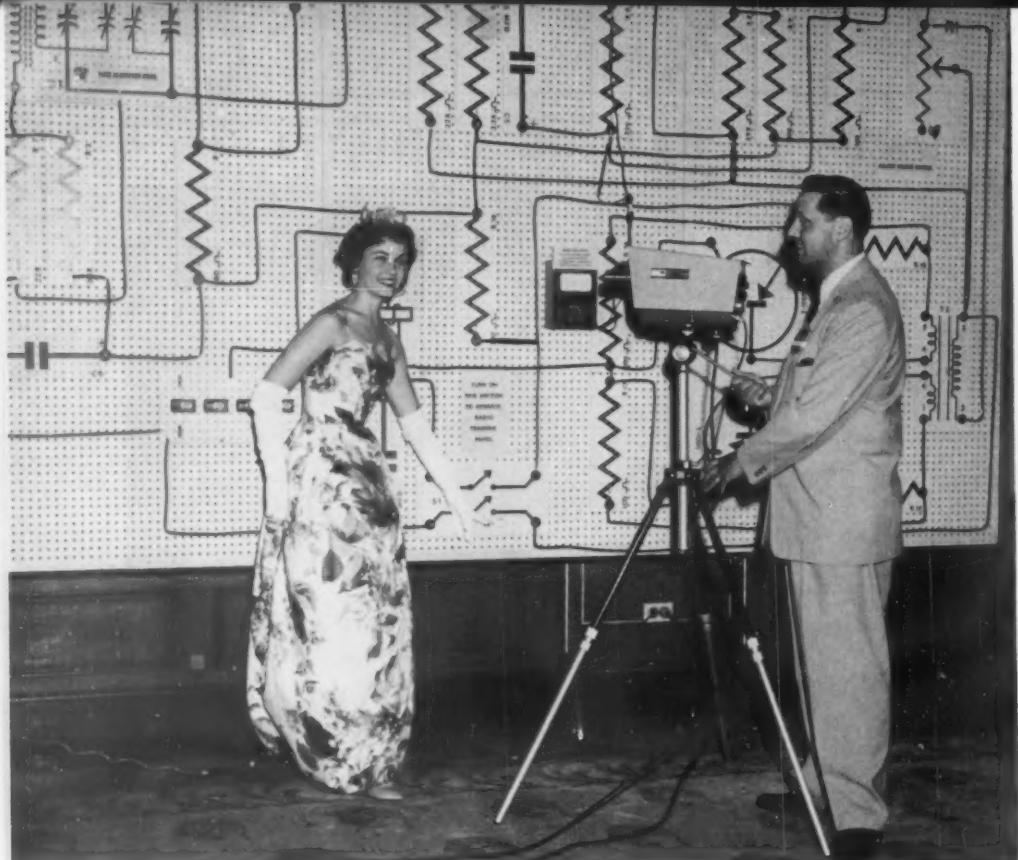
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MISS AMERICA, Nancy Fleming, pushes button to operate radio training panel at Philco's '62 Featurama meeting.

At Philco Distributor Meeting

Technique Second to Content

Philco puts emphasis on meeting content—merchandising ideas and plans. Distributors and big dealers sit through five-hour session with one short break, but have no complaints. Philco's marketing plans enough to sustain their interest.

WHO SAYS you can't hold a nearly five-hour meeting (with one, 15-minute break) and maintain interest? Philco Corp., Philadelphia, did at its recent National Distributor Convention in Atlantic City. The three-day convention delved a little deeper than the usual new-line presentation in

that it reflected the pulse beat of distributor thinking.

Secret to Philco sessions was content, not so much spectacular meeting technique. However, plenty of research went into finding out what distributors thought. A six-month study was conducted wherein the

company went to its distributors and largest dealers to ask, "What would make '62 your best year?" Philco was not astonished to find its distribution people with ready views. In fact, study was premised on the assumption these people best knew retail market conditions.

Comments showed just what was on the distributors' minds. These distributor insights meant merchandising problems had to be solved. After that, it was relatively easy to decide how to tell the new story.

One day was devoted to each of these product areas: (1) television; (2) hi-fi, stereo sets; (3) laundry appliances, refrigerators and ranges.



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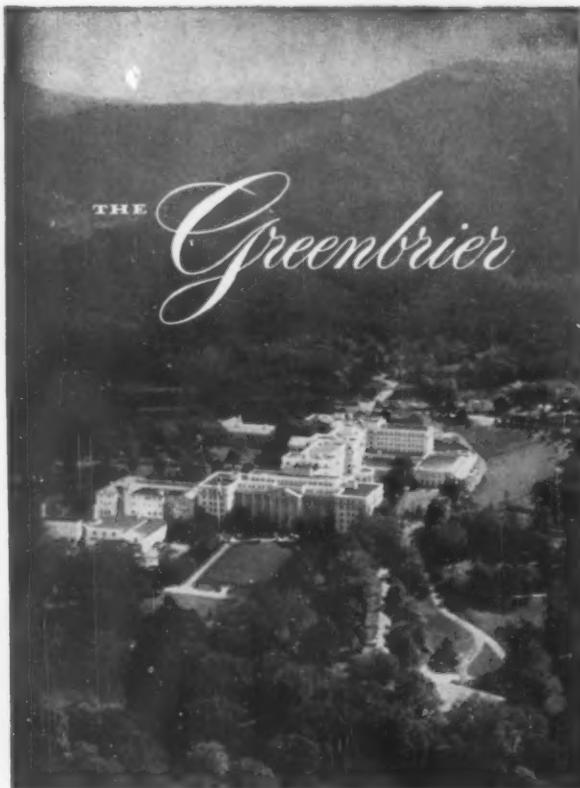
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For further information, contact the representative at the Sheraton Hawaii Sales Office nearest you: Ed Jones, Sheraton-Atlantic, New York, N. Y.; Paul Mangan, Sheraton-Park, Washington, D. C.; Nancy Carey, Sheraton-Chicago, Ill.; Duff Evans, 2978 Wilshire Blvd., Los Angeles, Calif.; Andrew P. Lum, Sheraton-Palace, San Francisco, Calif.; Cynthia Lilly, 414 Vance Bldg., Seattle, Wash.; Nancy Heller, 470 Atlantic Ave., Boston, Mass. BY JET: 5 hours from West Coast; 10 hours from the East Coast. BY SHIP: 4½ fun-filled days.



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DISTRIBUTORS drive "Dart Karts" in Haddon Hall Hotel parking lot for afternoon of recreation. Karts are offered as part of Philco's incentive plan.

Philco's '62 TV line was taken up first day of the convention. At nine o'clock in the morning, Philco distributors and some of the largest dealers (Philco calls them associate distributors) filed into Steel Pier to attend the first day's session.

Once seated, distributors saw stage curtains unfold to reveal a musical comedy centered around a mythical distributor who handles an imaginary line of television sets, called Whizzo. Scene reflects the poor sales of this line that no longer is oriented to the public need.

Three Professionals

Cast consisted of three professional actors, a girl and two men. Skit plugged how much better off this Whizzo distributor would be, if he carried the 1962 Philco line. Comedy ran the first 15 minutes of the meeting. It was later re-introduced into the meeting after the break and again to close the day's session with a finale number. This format was identical each day. The difference was the make-believe distributor moaned about how poorly Whizzo hi-fi, and later the laundry appliances, refrigerators and ranges were selling. Whizzo product line changed in the comedy to match the Philco line presented that particular day.

Plot continued from one scene to the next. Collectively, the separated

scenes portrayed a young salesman, who had an inside road with the distributor's secretary, in attempts to sell the old, established Whizzo distributor to switch to Philco. In the end the young salesman wins over the distributor's almost undying opposition.

Stage in the Casino Theater on Steel Pier was used to present the Philco line the three days. Off both sides of the Casino stage was built a superstructure which jutted out at a 45-degree angle. Each of the superstructures was a ramp which near the end held a turntable on which Philco products could be presented. Turntables were hidden behind curtains until the right moment. Each turntable was constructed so that it provided two or three sets on each in rotation. Stage crews behind could set up one set while another was being shown. Philco meeting leaders could walk from the superstructure to the stage or around to the other superstructure.

Outside of the turntables, the only other stage device readily noticeable to the audience was a moving "sidewalk" mechanism. Actors used "sidewalk" to run through some trick dance numbers, but its primary contribution to the meeting was to run products on and off stage. In this way, no stage hands were visible to the audience.

First Philco man to appear after

DESIGN



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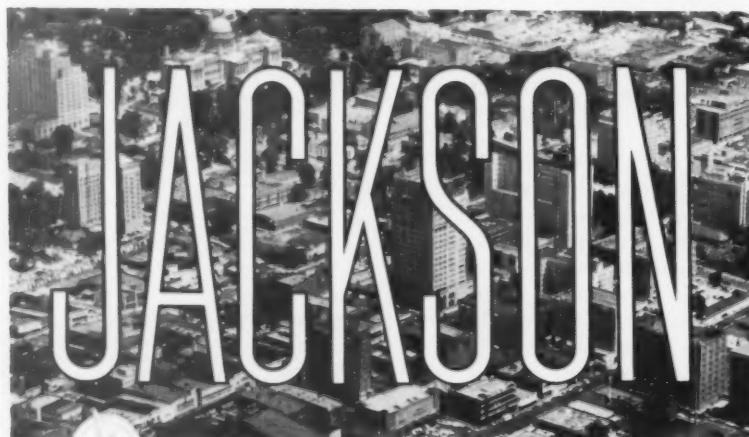
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Northernaire, Three Lakes, Wisconsin.

Northernaire
WALDORF OF THE WILDERNESS
THREE LAKES, WISCONSIN

the musical comedy portion opened the television meeting was John J. Kane, manager—merchandising, electronics. Kane began with a review of a Philco feature, the "cool chassis," introduced two years earlier. To show what the term meant, slides were projected on a large white screen erected over the top of the Casino stage. Next point in his talk revealed the new Philco picture, which was said to be 25%-50% brighter and have 60% more contrast, depending on the model.

Slides were again used to show a comparison between the old Philco picture versus the new. To augment this comparison, a black and white film was used to tell the full picture story for two reasons: (1) Film gave full explanation of how the improved picture was developed. (2) Film was actually a training film available to distributors to train, in turn, their dealers. Meeting gave distributors a chance to preview film.

Screen Over Stage

After the explanation of the new feature, Philco's 1962 line was presented, each model individually. Usually models were presented in threes so distributors could see the different finishes available. Over the top of the stage was projected a color slide of the model on center stage, so distributors could see the model no matter where he sat in the audience. All 13 models were presented. (One more model than last year.)

Company had Miss America on hand to personally introduce Philco's "Miss America" TV sets. In addition to her courtly appearance at the television sessions. Nancy Fleming appeared at the awards banquet and posed with distributors for a Polaroid picture.

Philco hired two Polaroid convention photographers to take pictures of distributors with Miss America. (Polaroid Corp., Cambridge, Mass., offers a service to conventions whereby company pays for photographers' salaries, transportation and material. Miss Betty Allen, Convention Manager at Polaroid, says, "Usual cost for a three day convention is \$600; around \$500 if convention is held in a city where Polaroid convention photographers reside.")

Polaroid furnishes attractive girls to operate its 900 land camera. Philco kept two Polaroid photographers



THE MODERN 550-SEAT BARBIZON-PLAZA THEATER IS FOR YOUR EXCLUSIVE USE RIGHT IN THE HOTEL!

- Overlooking beautiful Central Park—just 2 blocks from the Coliseum—the elegant Barbizon-Plaza is the *only* New York hotel offering a professionally equipped theater with 550 spring-cushioned seats plus adjoining exhibit space of 7000 square feet.
- Choose from 20 spacious meeting rooms with a capacity of 25 to 550 people. Soundproof sliding doors permit expansion according to your needs. Closed circuit telecasts arranged.
- Catering facilities serving superb cuisine are available for business luncheons, banquets, cocktail parties.

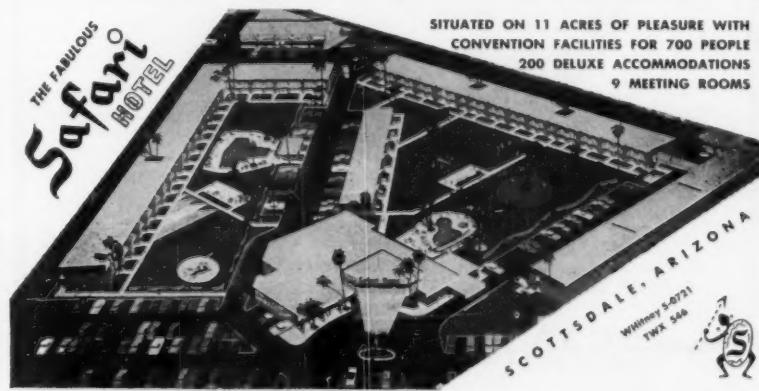
PLUS PERSONAL ACCOMMODATIONS. As our guest you will enjoy staying in one of 1200 rooms, each magnificently decorated for your pleasure . . . each noiselessly air-conditioned with individual thermostatic control. All with radio, TV, private bath.

- The owner-management of the BARBIZON-PLAZA guarantees exclusive personalized service. Our trained staff will serve you and your party promptly and efficiently. You'll find the *best of everything* at the BARBIZON-PLAZA. Thousands of testimonials from the Blue Book of American Business will tell you so. Make your reservations for 1961 now! Write to Director of Sales for New Illustrated Color Brochure.

Teletype NY 1-3949 or phone CIRCLE 7-7000

BARBIZON-PLAZA

106 Central Park South at 6th Avenue overlooking Central Park



working the three days. The girls photographed over 700 distributors. Total distributor attendance numbered over 800.

Philco's line was the result of a carefully thought-out price structure for marketing. Idea was to make the price steps between models less drastic than in other years. With a more moderate increase in prices from one model to the next, customers might more easily be persuaded to buy one or two models higher in price from

the one they originally intended to buy. According to Philco, customers would instantly be able to recognize the extra features of the next higher price model.

To show how this "selling up the line" should be accomplished, Kane staged a finale of his own at the close of his presentation. After each of the models had individually been introduced, Kane actually had the TV sets lined up on stage. He took the distributors through a mock run

to show audience how one model complemented another, both in price and features, thereby making it easier to sell a higher priced model at only a moderate increase in cost to the consumer.

Summary Trains

Kane's summary was a natural for in effect he was training the distributor who in turn was to train his dealers. "Wrap-up" technique used by Kane this first day was used to summarize the line presentation for hi-fi, stereo sets and laundry appliances.

Following the TV presentation, Philco's John E. Kelley, manager of advertising, took the rostrum to explain the advertising program that would back up the distributors and dealers in the field. Color slides were used to show copies of ads as they would appear in magazines and newspapers. Theme of the ad campaign for the '62 models is "Vivid-Vision." Slogan was created to describe Philco's new picture quality and at the same time offer a term the public may catch quickly. Campaign is scheduled to start with Philco annual sponsorship of the televised portion of the Miss America Pageant, in Atlantic City. Within two weeks after the crowning of Miss America, Philco ads, shown the distributors, are to move into magazines and Sunday newspapers.

Philco's Gibson B. Kennedy, director of merchandising, took over the speaker's stand after Kelley to relate the incentive plans Philco offered the distributors and associate distributors at the convention. Incentives were cash and merchandise, all aimed to encourage distributors to place their orders at the convention.

Kennedy related the need, as far as Philco was concerned, to place

BEAUTIFUL NEW 10,000 TON
CRUISE SHIP
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CONVENTION CRUISES TO THE CARIBBEAN

* Fully Air-Conditioned * Stabilizer-equipped for smooth sailing * Accommodations for 300 to 350

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LENGTH OF CRUISE, PORTS OF CALL, SAILING DATES ARRANGED TO YOUR SPECIFICATIONS

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BOX 89, SALES MEETINGS • 1212 CHESTNUT STREET, PHILADELPHIA 7, PA.

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PHILADELPHIA'S ONLY CENTER CITY MOTOR HOTEL NOW OFFERS FINE FACILITIES FOR BUSINESS MEETINGS



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- TV & Hi-Fi Radio in Each Room • 24 Hour Direct Dial Phones • Free Parking on Premises

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LOOcaL 8-8300 Teletype PH 513

FRANKLIN MOTOR INN

The Parkway at 22nd Street

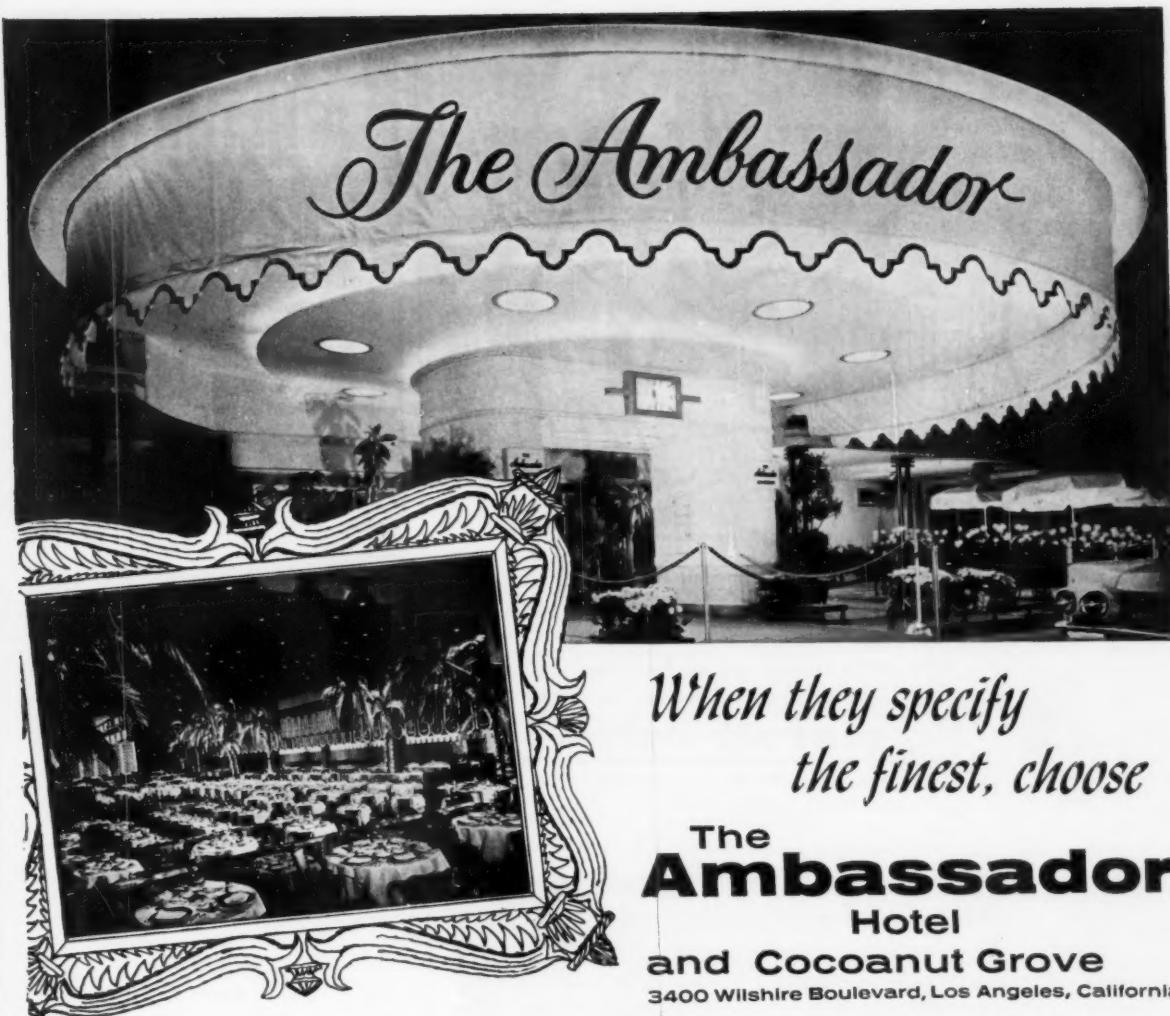
STICK-ON BADGES
For MEETINGS and CONVENTIONS
Name Badges, stick on any garment. No pins or buttons.

FIRM NAME GOES HERE
KEN MORRISON
DATE and PLACE MEETING

ONLY 5c Each
IMPRINTED

1000 lots . . . less 6c each
3 inch Circle, Square or Triangle, 10 day service.
Send copy. Guaranteed.

FREE SAMPLES — Glad to send them
Order from Frank D. Jackson,
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the finest, choose*

**The
Ambassador
Hotel
and Cocoanut Grove**

3400 Wilshire Boulevard, Los Angeles, California

When you want the most superb facilities for a memorable convention, select the Ambassador. Set in tropical magnificence right in the heart of Los Angeles, the Ambassador has the largest, most sumptuous convention conveniences in the country. Have no hesitation in recommending the renowned Schine cuisine, the lavish accommodations, the meticulous service. Right on Wilshire Boulevard, too. And the most convenient stopover from Far East to "Back East".

All this plus the famous, star-studded Cocoanut Grove Supper Club. America's first Hotel-Helicopter Service flies your guests to and from International Airport in just 6 minutes.

SCHINE HOTELS . . . the Finest Under The Sun

A DIVISION OF SCHINE ENTERPRISES, INC.

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THE SCHINE QUEENSBURY INN, Glens Falls, New York
THE SCHINE NORTHHAMPTON INN and WIGGINS TAVERN, Northampton, Mass.
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Sellabration



Enthusiasm runs high . . . salesman selling salesman! Nothing like holding your sales meetings at the Marott to kindle the selling spark. Special rooms that accommodate from 10 to 400 . . . snappy service . . . tasty food. Man, what a perfect set up for your sales meetings! Get on the phone,

CONTACT MR. NORMAN H. TICE, DIRECTOR OF SALES

Two large parking areas on hotel premises.

CALL US AT WALNUT 6-4571

The marott hotel

NORTH MERIDIAN ST. AT FALL CREEK BLVD.
INDIANAPOLIS, INDIANA

We Have The **RIGHT CLIMATE** For **MONEY MAKING!**

Faint sun ne'er won fair conventioneers! At The Nassau Beach Hotel, the outlook for groups is positively brilliant: blue skies, sunny beach, cool waters. A sportin' life!

Indoors, our public and banquet halls, air conditioned and fully equipped, comfortably accommodate 400 delegates at a sitting. Expert cuisine, native shows, entertainment.

CONCLUSION: A steady all-year flow of sunny dispositioned groups.

Robert M. Souers, Managing Director

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FRENCH CANADA . . .
First Choice for SUCCESSFUL CONVENTIONS

The Manoir Richelieu AND COTTAGES

MURRAY BAY, QUEBEC

Superb resort living for groups up to 600, all-inclusive rates . . . come in June, late August or September.

In the pine-scented Laurentians overlooking the St. Lawrence . . . large Casino for meetings and dancing. Championship golf, tennis, Lido beach, heated saltwater pool, excellent fishing. Superb cuisine.

Write for detailed Convention brochure to H. M. Costello, Convention Dept., Box 100, Montreal, Canada.

A DIVISION OF CANADA STEAMSHIP LINES



Regulation 9 Hole

"Sportsman"
GOLF COURSE
ON OUR PREMISES
NEWEST YEAR 'ROUND
RESORT

*the
ines*

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TEL: FALLSBURG 750

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Pick a really different setting for your next outing and enjoy these unusual facilities: Deluxe Accommodations • Air Conditioned Dining Room • All Sports Health Club • Solarium • Steam Baths • All Star Shows • Music • Dancing • Cocktail Lounges

**FABULOUS
INDOOR POOL**
**CONVENTION SUCCESS
ASSURED!**

their orders now. Again going back to the point of view that distributors and large dealers are the people best in tune with local market conditions, Philco announced it felt that the sum total of the distributor orders would help the company determine how much of each model should be manufactured.

Introduction of the incentive plans were augmented with slides, movies and presentation of the prize merchandise. Slides primarily showed the figures that indicated the value of these plans to the distributor. Plans covered any of the products distributors bought while at the convention.

First plan offered was to associate distributors. "The Golden Sportster," a 19-in. portable TV, was offered at a price that these larger dealers could turn over at a high profit margin. (Plan estimated 32%-35% profit could be made by these dealers.) Philco feels the Sportster proved itself a popular portable with the public over the past several years. As Kennedy explained plan, three models of the Sportster moved out onto center stage. Distributors who bought 50 to 100 console sets were allowed to buy an additional order of 50% of the number consoles ordered in Golden Sportsters. Those who order over 100 consoles were entitled to an additional order up to 75% in Sportsters.

Film on Kart Incentive

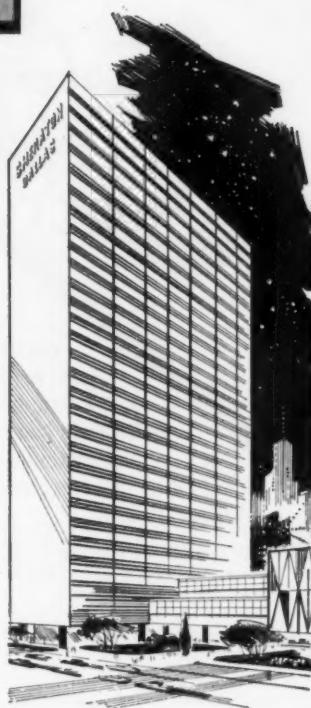
Second incentive offered to associate distributor was the "Dart Kart" plan. A black and white movie of Philco men and their sons driving Dart Karts explained how in the last four years these racers for children have become a popular trend. Children from 10 years old up drive powered racers on private ways or official local kartways. Philco visualized that dealers could use these Dart Karts in three ways: (1) Offer kart as door prize to promote traffic in the store the first few days of a special promotion. (2) Karts could be put up as a prize for the dealer salesman who sells the most Philco merchandise during the first three weeks of the '62 line offering. (3) Karts could be used to create publicity by offers of free rides to local children. Plan offered dealers a free Dart Kart (worth \$247.45) for every \$25,000 worth of merchandise ordered at the convention.

During recreation period in the

THE MOST MODERN FUNCTIONAL HOTEL IN THE SOUTHWEST... DESIGNED FOR TODAY'S PROGRESSIVE BUSINESSMAN

Sheraton Dallas HOTEL

This shaft of sunlit mosaic beauty introduces a new concept of luxury living to Southwestern businessmen. Everything in your spacious luxury room is designed to help you rest and relax after a busy business day. Ice making compartments, AM-FM clock radios, thick, colorful carpets and contemporary furnishings are standard in every luxury room. All this in a hotel built to accommodate conventions and business meetings of any size . . . from 10 to 2000 people! Discriminating businessmen have given their hearty approval to the new Sheraton-Dallas Hotel . . . located in the heart of Southwestern finance and industry.



Convention Center of the Southwest

Sheraton-Dallas HOTEL

LOCATED IN EXCLUSIVE SOUTHLAND CENTER



New York's Newest...HOTEL

EDISON

46th to 47th Sts. Just West of B'way

Milton J. Kramer, Pres.

Consider the advantages of the Edison's newly decorated and magnificent Banquet Halls. No finer facilities anywhere, sensible prices...conveniently located in midtown Manhattan.

Accommodations for 20 to 1000

For Reservations call Mr. Charles Tierney **Circle 6-5000**

A Personalized Hotel in the Heart of the Theatre District and Radio City

HOME OF THE FAMOUS GREEN ROOM

1000 ROOMS • TV • AIR-COND.

JACKSONVILLE'S
MOST DISTINGUISHED
ADDRESS...

The South's Finest
Commercial-
Convention
Hotel!

the Perfect
Family Hotel
too!

HOTEL



located in
the heart of the
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Now the
Robert Meyer
has an exciting new
Rooftop Pool & Cabana
Deck...a glamorous sun-and-
fun area 6 floors above street-level
— free to all guests!

You'll find the food superb...the
rates most reasonable...the location
perfect — it's a Meyer hotel!

- Drive-in registration — elevators to rooms
- 550 outside rooms, each with individually controlled temperature, radio, TV, Hi-Fi
- Bali Hai cocktail lounge — dancing nightly
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A Complete Convention Center!

- Meeting and banquet rooms for 25 to 1100
- A willing, experienced convention staff
- Huge ballroom and exhibit area
- Theater lighting; closed-circuit TV ...a unique, one-floor convention headquarters!

Write today for full information, rates and
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Vice President-
General Manager



Meyer
Hotels

HOTEL ROBERT MEYER
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HOTEL SIR WALTER • Raleigh

afternoon, distributors could actually drive some karts on the parking lot of Haddon Hall, headquarters of the Philco convention. No races were held, but any who was willing could drive around. Miss America was on hand to get the activity started with a racing flag in hand.

For full-fledged distributors, an incentive plan for the dealers was introduced. However, details were not spelled out at the meeting. After distributors ordered their merchandise at the convention, Philco assigned a certain amount of money which could be used to stage any incentive they would like.

Distributors may either develop travel, merchandise or cash incentives. Since Philco was putting up the money, the company did lay down four stipulations: (1) Money was to be used exclusively for franchised dealers who bought '62 Philco consoles. (2) Incentive package must require dealers to buy some console models designated by company. (3) Philco field managers must approve program before it is announced. (4) Copy of program, complete with all promotion details and price sheets, must be forwarded to Philco. Philco labeled its distributor incentive plan, a "do-it-yourself" program.

Afternoons of each day were re-

served for Philco distributors to golf, fish, swim, drive Dart Karts or enjoy famous Atlantic City boardwalk rolling chairs.

Exhibit Center in Lobby

Philco used several of Haddon Hall's lobby areas to erect an exhibit center. Here a distributor could come and look over the merchandise on his own time. Each room used was reserved for each of the Philco product lines. One room featured television and the next hi-fi, stereo sets and so forth. In addition to these there were two other areas. One housed the advertising campaign for the '62 line and another to explain Philco service for the products it sells. Company had salesmen to man exhibit areas to answer questions of distributors and take orders.

At Philco's 1962 Featurama, the name of the meeting, there was a little of everything (including fun) but the overriding element was business. (Philco's new way to approach the 1962 season.)

Distributors seemed to respond to the convention. Main reason for their enthusiasm was that it was apparent that Philco had taken the distributor's and dealer's problems into serious consideration. ♦



Miniature Assembly Line Built by Hartwig

FORD Motor Company exhibit was credited to The Displayers, Inc., New York City, in error last issue. Hartwig Displays, Inc., Milwaukee, is designer and builder of miniature (in motion) assembly line.



ST PRIZE

an American Express vacation trip!

All over the nation, successful executives are awarding *travel prizes* in their sales contests. And what a powerful stimulant travel is! It's everyone's dream to see Europe, Hawaii, South America, the Caribbean . . . everyone's longing to pack a bag and head for a faraway shore. *Reward* hard work with the pleasure and relaxation of an expenses-paid tour!

If your company has not used travel as incentive prizes, *now* is the time to do something about it. Whatever your time limit, itinerary or budget, we'll be sure to create a trip to suit your needs as well as your

pocketbook. For the address of your nearest American Express office, call Western Union by number, and ask for Operator 25, or fill out the coupon below.

American Express, 65 Broadway New York, N. Y., Att: Group Travel Unit	SM-7
Dear Sir: Please send me literature on Sales Incentive Travel.	
Name _____	
Address _____	
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American Express Travel Service

Group Travel Unit, 65 Broadway, New York, New York



1

*call does it all
... when that call is to D&E*

here's how:

first ...

We'll plan your display
... we'll study your products, your problems. Our experienced planners will come up with ideas, economies and suggestions you never would have thought of yourself.



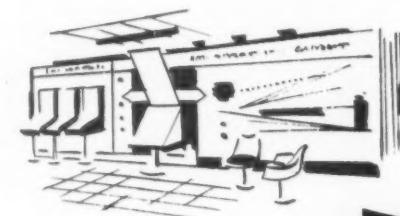
next ...

We'll design and build it
... and it will be done right ... by our designers and builders who are experienced from A to Z ... who know all the secrets and short cuts to do the job in a hurry ... with maximum efficiency and effectiveness.



then ...

We'll ship it
... and we'll promise it will be at its destination in ample time for erection before your show or convention starts.



and ...



We'll erect it
... the way it should be erected for greater display value ... for the easy flow of visitors ... for maximum sales impact.

When it is completed, all details will have been handled ... literature in place ... tables and chairs properly placed ... ready for you and your force to start selling. Just step up and go to work.

And that isn't all! When the convention or meeting is over, we'll dismantle, pack and ship your display to the site for its next showing—or to storage. Next time you are in need of display or exhibit service, make that ONE CALL to ...

**DISPLAY
& EXHIBIT** COMPANY



1501 E. FERRY DETROIT 11, MICH. TR 5-4700

PLANNERS · BUILDERS · INSTALLERS

Guests Triple When Showroom Becomes "Club"

For market week, Wings Bras converts showroom into hospitality suite. Pretty girls and assortment of services attract buyers and press. Heavy advance promotion builds big attendance.

BUYERS who were nagged by headaches, tired feet, or just wanted to get away from the business pressures of Corset & Brassiere Market Week in New York City (June 12-16) found a restful haven at Wings Bras' 180 Madison Ave. headquarters. Company opened a week-long "Wings Flight Club" (a hospitality room) for out-of-town buyers and the press. "Club" was geared to relax tension and fatigue.

Corset & Brassiere Market Week is not an official trade show in the sense that men register, or attend seminars. Instead, Corset & Brassiere Manufacturers Assn. announces that two weeks each year is to be the industry's market week. One week falls in January, for the spring line; one week in June, for the fall line. The association represents about 175 manufacturing firms, most of whom are in New York City. During market week each company displays its line at its showroom for out-of-town-buyers. Buyers travel from company showroom to company showroom. Some 25 to 30 manufacturers are not located in New York City. These companies usually rent hotel facilities to display their products.

Wings Bras reasoned that buyers may become tired trudging from showroom to showroom. It further concluded that most buyers usually look over the merchandise of all the manufacturers, then return home to order what merchandise they wish. With this in mind, Wings Bras decided to not have an official show-

room, rather convert it to a hospitality suite, to be known as Wings Flight Club.

Club filled the entire showroom. Set up to cater to the need of buyers away from home, Wings Flight Club offered buyers a place to relax, send and pick up messages, ease tired feet, sip coffee or stronger beverages.

A novel feature of the club was a "Pick-me-up Bar," which housed an assortment (to rival your neighborhood drug store) of headache and stomach remedies. Behind the main counter bar was a back bar made of white steel shelving (about 6 x 4-ft. wide) with cubby hole partitions to hold the remedies. Cost for the shelving was \$42. Props included two apothecary jars bought in a five and dime for \$2 each. Each was filled with colored water. On the top shelf, an empty bottle and cocktail glasses stood. Front bar was rented on which a Wings Flight Club seal was tacked.

Girls staffed the Pick-me-up Bar, as well as other parts of the club, dressed in blouses and skirts. Company bought hats and wing pins at an army-navy surplus store for its hostesses to add to the mood of a "flight club."

Another area of the hospitality room was set aside as a message and package checking center. Still another featured a manicurist, either for men or women, and machines to give black or brown shoe shines. Foot vibrators were also available to buyers. Each of the service areas in the hospitality room were conspicuously



BAR stocks headache remedies.



MANICURES for males and females.

BRA model lends umbrellas to guests.



The Cavalier

convention favorite
at Virginia Beach
Virginia

Where the pines meet the sea—a convention spot beyond compare for complete recreational and convention facilities. A complete domain of pleasure tailored to every type meeting of groups from 50 to 400—18 hole golf course, beach club, 3 pools, tennis, top bands, entertainment.

100% AIR CONDITIONED & FIREPROOF

Lago Mar

new choice
in Fort Lauderdale
Florida

Where the palms meet the sea—this exclusive secluded hotel will be available to groups up to 300 for the first time—complete convention facilities—600 feet of private beach, 2 pools, 9 hole 3 par golf course, entertainment.

100% AIR CONDITIONED
OPEN ALL YEAR

Under direction of Sidney Banks

To get things done...and have more fun
COME TO POINT CLEAR.
YOUR PRIVATE PLEASURE LAND!



- Home of Lakewood Golf Club, scene of network TV matches.
- Variety of meeting rooms
- Magnificent pool, deep-sea cruisers

Distinguished cuisine and service, plus luxurious comfort and the privacy of a 350-acre estate have established Grand Hotel as a favorite resort for discriminating guests. 100% air conditioned. Add to these features the finest of meeting rooms and you have all the facilities you could ask for a successful, enjoyable meeting! Available all year, except March and April.

Maximum 200 persons (120 double rooms and suites)
For Convention Information Kit, write James M. Pope, Resident Manager

GRAND HOTEL • POINT CLEAR, ALABAMA
Murray Stevenson, Vice President
Owned and operated by Southern Industries Corporation, Mobile, Ala.

IN THE HEART OF CHICAGO

WANTED!...

IN CHICAGO

SMALL GROUP MEETINGS
(250 or less)

SMALL CONFERENCES ARE
OUR BIG MEETINGS

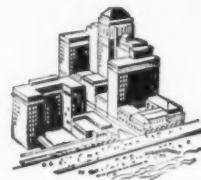
BISMARCK HOTEL

550 Air-Conditioned Guest Rooms
Known for GOOD FOOD

WM. B. HORSTMAN, Gen. Mgr. • ROBERT R. CARRA, Mgr.
PAULINE BROWN, Sales Mgr.

CONVENTION ADDRESS

No matter how many political conventions you've attended, the greatest convention address you've ever heard is shown below.



CHALFONTE-HADDON HALL

on the Boardwalk, Atlantic City, N.J.
Leeds & Lippincott Co. . . . Progressive Innkeepers for 71 Years

Write for illustrated folder

EXECUTIVES

R. W. LEEDS • JOSEPH I. McDONELL
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ELLSWORTH SOODY • DORIS SEARS
LAWRENCE B. RAUGH • JAMES E. KNAUFF
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... come to The Dearborn Inn. Here in a suburban setting, 20 minutes from downtown Detroit, 15 from Metropolitan Airport, are the services of a gracious Inn with every convenience for group meetings and banquets for up to 350 . . . 185 beautifully-appointed guest rooms with TV; two restaurants, cocktail lounge, all air conditioned.

for Your Next Conference or Group Meeting in the Detroit Area

May we send brochure?
Richard D. McLain,
General Manager

Dearborn, Mich. LO 5-3000 Twx DE 380
Neighbor of Henry Ford Museum and Greenfield Village

marked with signs.

At a cocktail bar, fancy drinks were served with colorful straws, and cherries speared on toothpicks balanced on the rim of glasses. Two crocheted poodle dogs (really bottle covers) brightened up the bar. Another nicety of the "club" was corsages for women.

Timeliness of rocking chairs added to the hospitality room's success. At a time when President John F. Kennedy's rocking chair has caused a rush of comments, Wings Bras included rocking chairs in its Wings Flight Club for buyers to rest their weary bones. (Club also had a club chair lounge area as well as one which featured Philippine wicker chairs.) At the conclusion of Corset & Brassiere Market Week, three rocking chairs were raffled off to visitors of Wings Flight Club by the company.

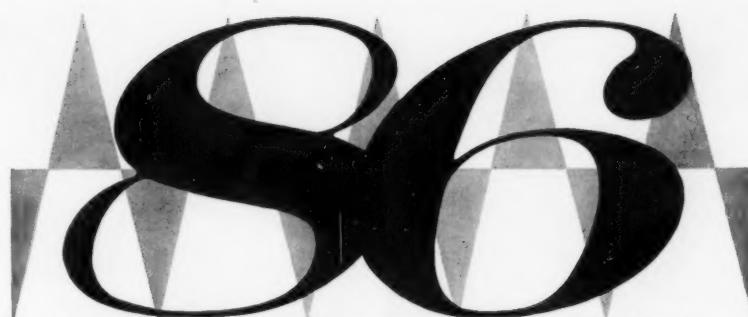
Goal of the company was to keep things as informal as possible. Buyers could see Wings Bras modeled for them upon request. Elsewhere in the room was a cart filled with an assortment of bras. However, business was conducted only if the buyer was willing. Company reports that most buyers did see the Wing Bras line at one time or another at their own request. After all, that is why these people came to New York City.

Private business conferences were held in salesmen's offices that ran off from the hospitality room. Outside of those buyers who wished to do business on the spot, most found the Wings Flight Club a good place to relax.

Invitation from President

Prior to Market Week, Wings Bras sent out a letter from the company president to buyers around the U.S. to invite them to visit Wings Flight Club. With each letter, a membership card was enclosed. Second step in the company bid for attendance was to mail a letter and a folder to the buyer's hotel as his name appeared in the buyers-in-town column in the newspaper. In addition, each morning salesmen conducted a telephone blitz to hotels to again invite buyers to Wings Flight Club.

How did the hospitality room idea work for Wings Bras? Company says that three times as many buyers attended its hospitality room as did its more traditional showroom last year.



CONVENTIONS BOOKED BEFORE OPENING!

86 Conventions Chose the Golden Triangle Convention Center Before the Doors Opened.

Because the Golden Triangle was designed by experts to be a convention center first.

Convention facilities for 10 to 1,000 • 15 expandable meeting rooms • Especially equipped sample display rooms • Hydraulic lift for massive displays • Meeting rooms wired for closed-circuit TV and radio broadcasting • Downtown location

Because Guest Facilities and Services at the Golden Triangle are the Finest in the South.

361 motel and hotel guest rooms, most with two double beds . . . completely air-conditioned . . . two restaurants . . . swimming pool . . . free parking for 700 cars . . . family rates

the
GOLDEN TRIANGLE
CONVENTION CENTER

TELEPHONE 627-5558 — NORFOLK, VIRGINIA
RICHARD B. KEELEY, GENERAL MANAGER
EDWARD T. DOTY, SALES MANAGER



NORFOLK, VIRGINIA — THE SOUTH'S NEWEST CONVENTION CITY

Q. Why are so many organizations choosing
Cherry Hill Inn
in the Philadelphia-Camden area?

A. Because Cherry Hill can accommodate groups up to 500, with 10 magnificent, air-conditioned meeting rooms.

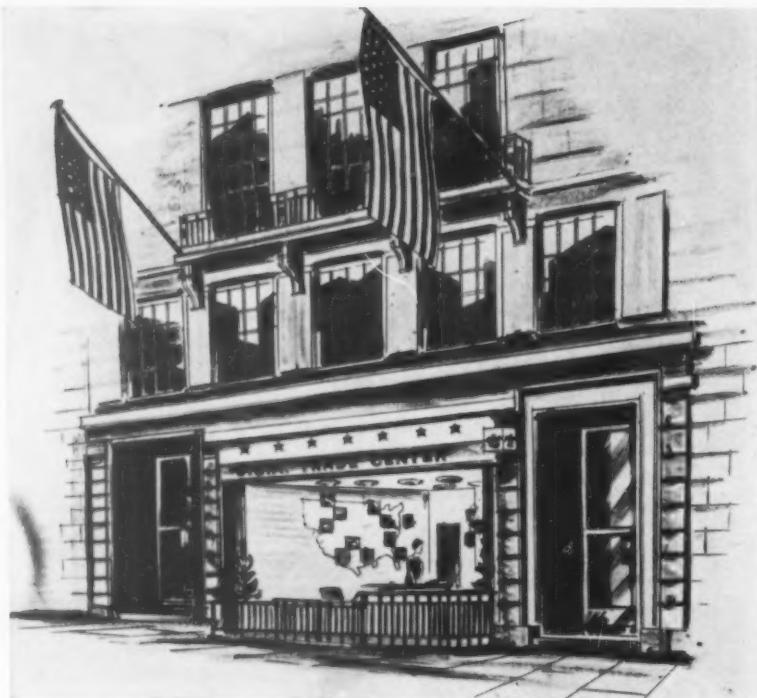
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SKETCH is an architect's rendition of U.S. Trade Center, St. James Street, London, England. First floor is a composite of reception, lounge and product display area.

U. S. Govt. Opens London Trade Center

Aim is to help small manufacturers to get into export trade. Center offers exhibit area for products. If successful, other U. S. trade centers will be opened in Europe and South America.

UNLESS you were on St. James Street, London, England, the last week in June, chances are the opening of the first permanent showcase for U. S. products escaped your notice.

At best, you may have read a mention about the first permanent U. S. Trade Center in one of the metropolitan newspapers. Nevertheless, the opening was an important step for it marked the first major attempt on the

part of the U. S. Government to promote exports to foreign countries. U. S. Trade Center, in London, is first of more to come in Europe, Africa and South America.

Opening of the London Trade Center was kicked off with a housewares display by small manufacturers that make up the houseware industry in the U. S. National Houseware Manufacturers Assn., some time ago, conducted a survey that showed U. S.

houseware manufacturers employ an average of 233 persons. These firms have not the facilities nor other opportunity to learn about marketing in the United Kingdom.

Product competition from abroad has made increasing inroads on the U. S. market in the 1950's. In some quarters, foreign companies have become so strong that they have bought out U. S. competitors. At the same time, U. S. products have made little headway, in comparison, abroad. To help correct the latter situation, the U. S. Government has taken its first big step. In doing so, it has officially recognized the need for U. S. industry to be able to hover under the protective wing of Uncle Sam in dealing abroad.

What the U. S. Government has done is establish a London Trade Center to benefit U. S. manufacturers, both large and small. In the long run, the Trade Center may prove to be a more intimate friend of the smaller U. S. firms. Giant manufacturers have the financial wherewithal to launch research programs to develop markets abroad. All they have to do is budget for such ventures. To be sure these giants can make use of the London Trade Center, but the firms that will really benefit are those firms that could never hope to market in England without this government service.

To Promote Travel, Too

Trade Center is a combination display center, marketing consultant and sales office. In between these activities, the U. S. Government hopes to have a little time left over for the office to promote travel to the U. S.

Trade Center is a newly renovated building with ground floor area of 4,500 sq. ft. Display area is separated from the rest of the center on the first floor by folding doors. Area is equipped with both 110 and 220-volt current lines concealed in vinyl-coated false walls at intervals around the baseboard. Heating is provided by a radiant hot-water system in the ceiling to permit the maximum of floor space to be used for displays.

Adjacent to the display area is a conference lounge, equipped with tables, chairs, business reference library and telephones for use of buyers, agents and U. S. company representatives. More private conference rooms are available on the third floor

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of the trade center.

Portion of the reception room will display color transparencies of various resort areas in the U. S. to help boost interest in U. S. travel. Also on hand are printed literature from almost every state in the union.

Key to any success that the London Trade Center may enjoy in the future is not the display area for U. S. goods, but the services the office can provide. Our Government recognizes this. Policy of the Government is to help U. S. firms develop markets for goods that will sell. Only stipulation is that firms, in order to use the services and exhibit opportunity the Trade Center provides, must not now be marketing in England. These firms will be given priority; all others will have to wait their turn.

Trade Center will help U. S. firms determine what products are marketable in England. Data used to determine which products are marketable come from surveys and other information furnished by the commercial offices of U. S. Embassies and Consulates there. Center will make arrangements to display a firm's products and act as go between to find the company agents in England to handle the goods. London Trade Center's function is to induce agents to handle U. S. goods rather than to sell the consumer.

An "Exhibitors' Joint Fund" provides the financial power for the Trade Center to engage a local public relations firm to conduct promotional campaigns designed to bring buyers from all over England to London. Money chipped in by the firms that exhibit products will go towards press, radio and television coverage; special press conferences; receptions; special invitations to trade organizations; trade journals; and individual companies and buyers. Another aspect of the Center's promotion is a "Continental Buyers Week," wherein commercial field offices of U. S. Embassies will focus attention on the London Trade Center. Concentrated promotion is hoped to attract European, mainland buyers to the Center.

Fall Displays Slated

Already displays have been scheduled for as late as the fall and early winter. These include: Foodstuffs Display, Sept. 5-26; Apparel - Western, Utility and Casual Wear, Oct.

2-20; Apparel - Women's Wear, Oct. 23-Nov. 10; Apparel - Infants' and Children's Wear, Nov. 13-Dec. 1; Alcoholic Beverages, Dec. 3-30; Toys, Jan. 8-Feb. 9. More are scheduled to follow the toy display, but dates have not been set.

Physical decoration is largely the result of U. S. donations of material to revamp the 57 St. James Street building (formerly a cafeteria). Stainless steel window frame and doors were provided by Schacht Associates, New York City. Walnut wall paneling and oak floors were donated by Nickey Bros., Inc., Memphis, Tenn. Other donors were: The Bourbon Institute, New York City; Cramore Products, Inc., Point Pleasant, N. J.; Covered Wagon Products, Morton Grove, Ill.; Ebco Manufacturing Co., Columbus, O.; Eaton Bros. Corp., Hamburg, N. Y.; and Romanoff Caviar Co., New York City.

Is the Trade Center worth the expense? There are two answers to this question. First is partly emotional. That is, it has got to be worth it. U. S. products must go abroad. Competition can no longer be regarded as another firm in your city, state or country that manufactures a similar product to yours. Your opponents are in Europe, Far East, South America, and someday Africa. Time it takes to ship goods from these points to the U. S. is no barrier to competitive selling. Nor is it for U. S. firms to sell abroad. U. S. firms must knock heads with foreign countries today to be competitive.

Worth Investment

Second answer as to whether the Trade Center is worth it comes from Englishman Eugene J. Kaplan, director, British Commonwealth Div. His answer is definitely, "Yes." He says, "The United Kingdom is a big market, of more than 52 million people and 16 million households. Britain is also a rich market. While the British economy has had its ups and downs throughout the post-war period, close to full employment in more populous regions of the U. K. for a decade and a half has greatly boosted consumer purchase power."

Import controls have been greatly reduced if not eliminated in England, thereby making the market of U. S. goods plausable. Last of the stringent tariffs were virtually eliminated at the end of 1959, according to Kaplan.

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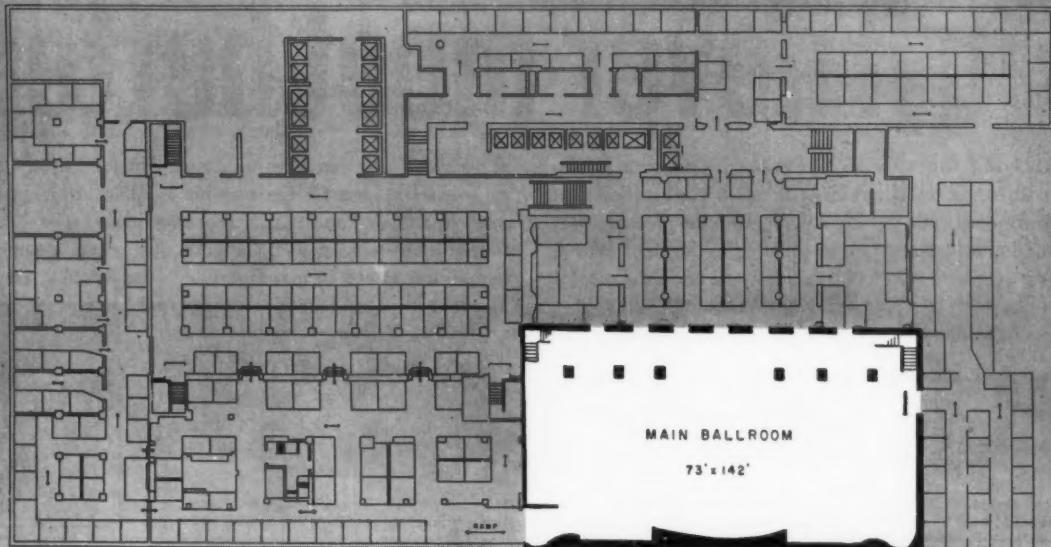
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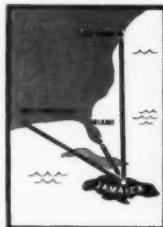


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He adds, "Result is that, during the past year, British consumers have had an opportunity, in many cases for the first time since 1939, to purchase a wide range of U.S.-made consumer goods."

What have they been buying? Kaplan reports, "Imports of cotton, synthetic, and blended fabrics from the U.S., as well as apparel, costume jewelry, household linens, glassware, kitchen and other small domestic electrical appliances, refrigerators, musical instruments and some canned foods have recorded substantial gains."

Trade Center is not a "walk-in-take-over opportunity." It will take work for U.S. firms to develop mar-

kets in Britain. U.S. goods will have to compete with the keen competition of British goods. However, as Kaplan points out, so do British goods have keen competition on the U.S. market.

Tests U.S. Goods

Point to remember about this first Trade Center, and the ones to come, is that for the first time the U.S. Government has provided an opportunity to test U.S. goods abroad with a small investment. Now the questions remain: Will U.S. firms take hold of the opportunity; will the Trade Center operate as efficiently as it is hoped? ♦



Live Exhibit for Lockheed

LIVE chimpanzee, in enclosure, drew interested spectators. Animal is used to help tell the story of Lockheed Missiles and Space Division's biomedical development program in cooperation with U.S. Air Force. Elsewhere in exhibit, a prototype of a chimpanzee-carrying space capsule (which revolves on a turntable) is on display. Three-sided trylon panels, behind spectators on right, rotate simultaneously to present three phases of man-in-space background story. Exhibit was designed and built by William Sanford, Inc., San Francisco.

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What You Should Know About

INCENTIVE TRAVEL

Its success depends on analysis of competition, realistic goals and fair value. Big mistake is to worry about price of trip. Rule for sponsor: Don't try to fool anyone. You can't.

DO YOU think incentive contests create business? They don't! Who says so? A man whom you might suspect of heresy since he heads a company that specializes in incentive travel promotions.

"Travel incentives do not create new business," says Martin B. Iger, president, Martin B. Iger & Co., New York City. "They merely shift business from one brand of merchandise to another. Only a consumer contest can create new business," he says.

"Dealers or distributors who are loaded with a particular brand to earn a trip will divert consumer purchases to that brand," Iger explains. "It stands to reason that merchandise that is longest in their inventories must be unloaded in order to get back their dollars. If they pushed something in short supply, they

would have to reorder, and be forced to invest more cash. It is axiomatic that dealers sell hardest what they have most of."

What are the basic guides to help you plan successful incentive programs? Iger offers these "rules":

1. Know your competition: "Each company must realize that it is not alone when it plans an incentive program," Iger points out. "Unfortunately, a company is not always equipped to know what competition is doing. The dealer will not tell the manufacturer's salesman that he can't buy heavier—he is already overloaded with another line because of an incentive promotion.

"Because feed-back from the field on competitive activities is less than perfect. Incentive travel programs can be doomed unless they are based on complete facts of what is going on in the market place."

It's hard for a manufacturer to know the "inside" of the retail market—what all competitors are doing and how dealers and distributors are reacting to it—without "outside" help, says Iger.

2. Must be profit oriented: "Many incentive travel programs fail to get top profit because executives are afraid to fully commit themselves," Iger declares. "Too often a sales



IT'S not always easy to know a competitor's marketing plans.



DEALERS respond to lure of good trip, no matter how many they have taken.

executive is merely satisfied with just an increase of sales over the previous year. He overlooks this: Even with an increase in volume, profits may be lower," Iger points out.

"In many instances, marketing executives try to play it safe. They'll offer a minimum quota. They'll set up a program based on an \$8,000 wholesale-price quota, for instance, when the market could easily take \$10,000. With the larger \$10,000 quota, if a dealer buys (and can sell) \$10,000 in merchandise, he

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earns the trip. If he only buys \$8,000, he doesn't go. The manufacturer or distributor still has that \$8,000 in sales, and chances are good that the dealer can be prodded for the extra \$2,000 purchase," says Iger. "Make no mistake, no dealer will risk solvency for a trip. If he buys the extra \$2,000 in merchandise, he can sell it at a profit.

"When you have a reasonable goal and realistic quota, don't lower it for 'safety'. This eats into your profits."

Dealers have been bombarded with trips from every direction in the last several years. What makes them come back for more? Will they continue to accept travel promotions?

"No matter how many trips a dealer has been offered," says Iger, "nor no matter how many trips he has taken, he will still respond to the lure of a good trip."

Dealers are sophisticated travelers. "They know when they are getting something good, and they know when they are cheated," Iger points out. "Very often a company will offer a \$500 trip, but then will try to shave down the cost. It may get it down to \$375, but it isn't fooling anyone. Dealers know they have gotten less than what they were promised—the 'package' isn't the same."

"Any informed adult knows the value of a Florida trip out-of-season, and he knows about in-season rates, too. Simple fact is that trip winners don't want just vacations. They want the psychological lift of having the best there is at the moment. You don't get deluxe accommodations and services at cut-rate prices—below what an incentive travel expert can quote for the best."



TRIP should include business meet-
ings, introduce policies, products.



NEVER use cut-rate trip. Dealer is sophisticated traveler who knows value.

3. Match reward to goal: "Don't use cut-rate trips, particularly if you are selling top-quality merchandise," Iger cautions. "A common error of a manufacturer is to underrate his distributors or dealers by giving them a cheaper trip. The company may have a successful program the first time around, but when the salesman calls next year, no one will buy."

"You must match the trip to the merchandise even if you are dumping obsolete goods," says Iger. "Make the trip better than they bargained for. Next time around it will pay off and your people will work harder to hit the jackpot."

4. Watch your timing: An incentive promotion must be kept short enough to maintain "fever heat" and still allow enough time for people to reach their goals. "Timing is important," Iger points out, "not only with regard to the duration of the contest, but also according to seasonal movements in the market."

With incentive travel, price, literally, may be no object. "Never be concerned with the cost of the trip," Iger advises. "If you are making this a prime concern, you've defeated your own purpose. It doesn't matter what the trip costs. If a man doesn't earn it, he doesn't go, and it costs nothing. If he earns the trip, the cost is paid for, so the cost is not a valid first consideration. What is first, is to set a realistic goal and to

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apportion a percentage of sales costs toward the trip.

"For instance, assume that we use a 5% of wholesale price of merchandise as the accepted sales cost toward a trip. In order for a dealer, distributor or sales person (if it is a contest for company personnel) to earn a trip, he would have to buy or sell \$10,000 worth of merchandise in order to earn a \$500 trip. Actually, on very desirable items, that sales-cost percentage could go down as low as 2%."

When a salesman or dealer sells far above the trip quota, he still

earns the same trip. But this actually brings the percentage for sales cost down for the promotion.

"When obsolete or so-called 'dump' merchandise is involved," Iger says, "percentage of sales cost allowed for a trip could go as high as 12%. However, it certainly is wiser to have a 12% cost of sales on dump goods, than to have to take a beating of as much as 50% to unload inventory at a cut-rate price.

"Just to cite one instance," says Iger, "several years ago we set up a merchandising trip award for a national manufacturer. He had \$4.5

million in inventory which he wanted to unload. Cost of sales for the incentive program would have been \$300,000. Short-sightedness of the plant manager cut the program off. Later the merchandise had to be sold at a loss of \$2.5 million. Wouldn't it have been better to spend \$300,000 to sell the inventory than to take a beating of \$2.5 on the same merchandise?

"I definitely see incentive travel as a means to limit loss," says Iger.

Incentive trips should never be all pleasure, according to Iger. "Business meetings should be scheduled as part of the trip. Those who take the trip should be told about the business sessions in advance.

"Meetings should be strictly business—to unveil new products and to discuss future plans and promotional schemes. What's more, order taking should be a definite part of these sessions. Special order blanks to indicate the site at which the orders were written, should be printed."

As much as 18% to 20% more business can be written at such meetings than back home, according to figures Iger has culled from better

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than two decades of incentive travel planning.

"Important to the trip," says Iger, "is to have pictures of all meetings and of participants. Copies of photos should be sent to trip winners after they return home."

Incentive travel programs some-

times fizzle. If travel is so great a lure, why don't all incentive programs with travel rewards prosper?

"There are only three reasons for failure," says Iger. "First is timing—knowing the competitive market. When you try to buck a trend nationally, you certainly do not insure success. If, for instance, refrigerator sales are off nationally, no dealer will buy a loading promotion on refrigerators. Few will risk their businesses for any trip.

"Second factor for failure is to try to include the cost of the trip in the price of merchandise," Iger points

out. "If you jack up the price of merchandise by 5% or more to include the trip cost, the goods immediately lose their competitive quality. They become over-priced according to their class. Dealers and distributors are not stupid; they won't buy."

"Third reason for failure is a poor 'package'. Salesmen, dealers and distributors are sophisticated. They know the value of a trip. If they think the reward is not equal to what you expect them to do, they won't respond. For dealers, there are plenty of trips. There's always someone else who can offer a better deal." ♦



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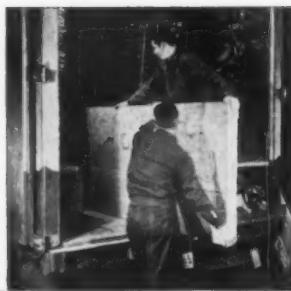
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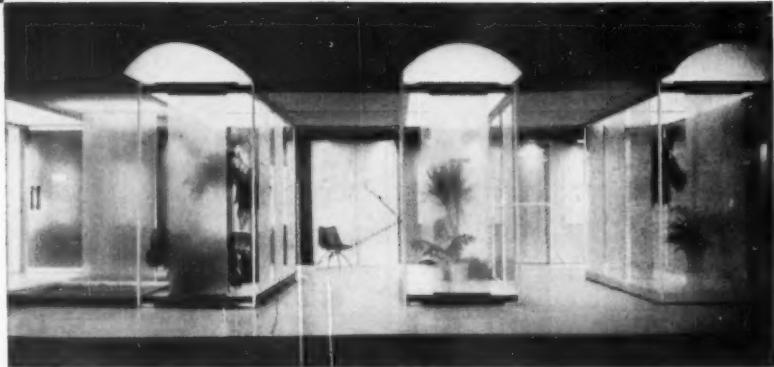
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What to Do When There's Nothing New

Bottles haven't changed much in centuries. Ingenuity has to make up for lack in new-product drama. Owens-Illinois tries a dose of "corn" for its sales meeting.

HOW DO YOU make a sales meeting interesting when you don't have flashy new models as does the automobile industry nor revolutionary new products such as an electronic mousetrap?

Prescription Ware Division, Owens-Illinois Glass Company, is faced with this problem twice each year. Its

products, glass bottles and vials for the nation's druggists, have been used for generations—actually for centuries.

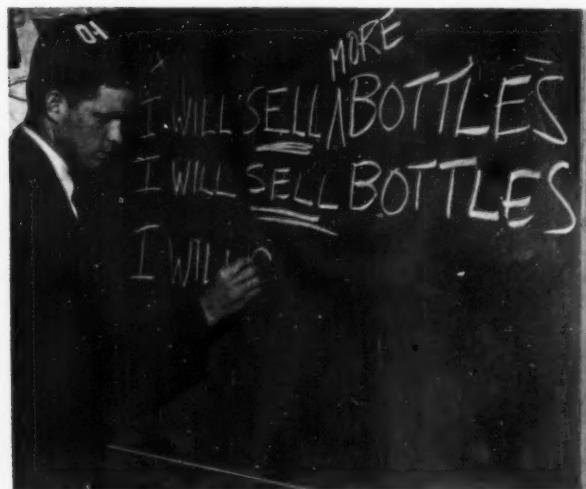
Conservatively, glass bottles have been used to carry medicines since the invention of the blowpipe in 300 B.C. because of glass' natural attributes of purity, chemical inertness and resealability. Owens-Illinois and

predecessor companies have sold prescription ware since shortly after the turn of the century.

Naturally, many improvements have been made. Shapes have changed for easier use. Corks have been replaced by convenient plastic closures. Weights have been reduced and strengths improved. But basically the



"FRESHMAN" exam, designed for all to fail, focuses attention on need for knowledge.



OLD fashion teaching technique is used to gag up meeting. "STUDENTS" pledge allegiance to bewigged sales manager.

glass bottle does the same thing today for wonder drugs that it did for the sutler's wagons and their patent medicines in the Civil War. It takes the goods to the consumer.

Meet Twice a Year

Twice a year Owens-Illinois calls together its prescription ware field representatives for sales meetings which deal with the things all sales meetings do — quotas, procedures,

good sales practices. It is the ingenuity that goes into planning these meetings that sets them apart. They may be made up of several parts "corn" but O-I feels more of the serious sales information stays with a salesman who receives it in pleasant, entertaining doses.

This year the group's theme was "Back to College" and the campus was an Atlanta motel.

Unsuspecting salesmen entered the classroom to the sound of a ringing

school bell. Roll was called.

All classrooms must have a portrait of George Washington on the wall, but on closer inspection the man under the white wig was the division's manager, Joseph J. Geagan, of Toledo, Ohio. This inspirational visage evoked a pledge of allegiance:

"I pledge my all to Joseph Jeremiah Geagan and to the corporation for which he stands . . ."

All Flunk Test

A freshman test, designed so that all would flunk, was next on the program. These were questions on corporate structure, competitors, sales policies, etc. The 10-minute time limit precluded any passing grades and showed the students areas in which further study was needed.

Capped and gowned, Professor Geagan made his entrance. Freshman beanies were passed out (despite the flunking of the entrance exam), and a tape recorder broke into the school song. To the tune of "Hey, Look Me Over" from Wildcat, libelous statements about competitors, private jokes and school loyalty were echoed throughout the hall.

The class then settled down to such courses as Dramatics 103 ("Demonstrations That Sell!"), Political Science 201 ("Competition at Large"), and Logic 202 ("Your Pattern of Selling"). After a day and a half of classes, and a field trip to the local O-I glass container plant, students had made an amazing recovery. From flunking the freshman test they earned their Ph.D.'s—Prescription Ware Hustler Deluxe — and diplomas were awarded accordingly. Beanies were tossed in the air.

The Duraglas College of Rx Ware Knowledge folded its ivy tent and went back to work. ♦

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floor shows, and dancing under the stars...all at no extra cost. Skin-diving, water-skiing, deep sea fishing, and golf at a nearby course are available (slight fee, but worth it!)

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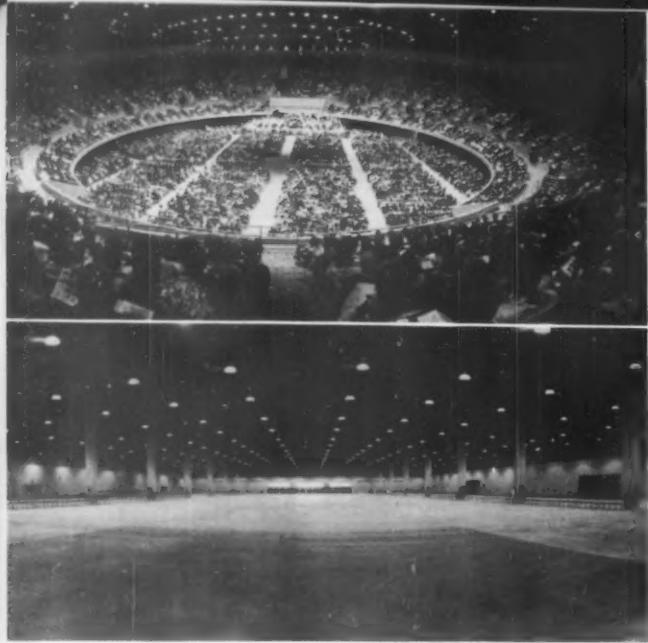
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Boom in

Race is on in the West to build new convention halls. Increased number of shows and meetings in West prompts local interests to match competition's facilities.

LAS VEGAS Convention Center offers main assembly hall for 8,500 persons and exhibit hall with 90,000 sq. ft.

OUT WEST there is a building boom going on to expand facilities for conventions and trade shows. In the past three years, probably more facilities have been built there than in any other similar period. There's more to come.

Convention and trade shows, which collectively spend several billion dollars annually, represent to the West a shiny red apple of which it wants a bigger bite. In the past, major reason that the West had not figured in bookings as strong as it might have was the relatively few good facilities available.

Now the West is busy correcting this situation by building. Building in hopes that the fittest will be in the best position to claim a lion's share of the dollars spent. Expansion facilities, greater population, heavier concentration of industry and faster transportation will play a role in the West's future bid for more and bigger conventions and trade shows.

As evidence of the West's stronger position, more national conventions and trade shows have moved west or established western regional meetings in

addition to their regular events. Take a look at what the West offers in facilities, now and in the near future:

Bakersfield (Cal.) Civic Auditorium is one of the new Western facilities presently under construction. When completed, total seating capacity will be about 7,500. Figure includes use of the arena, stage area and concert hall. An estimated 900 persons will be handled in the auditorium's 10 meeting rooms. Meeting rooms break down into four larger and six smaller areas. Largest will hold up to 300 persons, and the smallest up to 75. Some 11,000 sq. ft. of lobby space as well as 20,000 sq. ft. of outdoor area under the entrance roof is intended to be used for exhibits. To this, the arena will be able to house 168 more booths if not otherwise used by a convention, according to the Bakersfield Convention and Visitors Bureau. Auditorium is scheduled for completion in the fall of 1962.

Long Beach (Cal.) expects to complete a multi-purpose auditorium by June, 1962. To be known as

SANTA MONICA Civic Auditorium adds to Los Angeles area a hall with an exhibit area of 30,000 sq. ft.

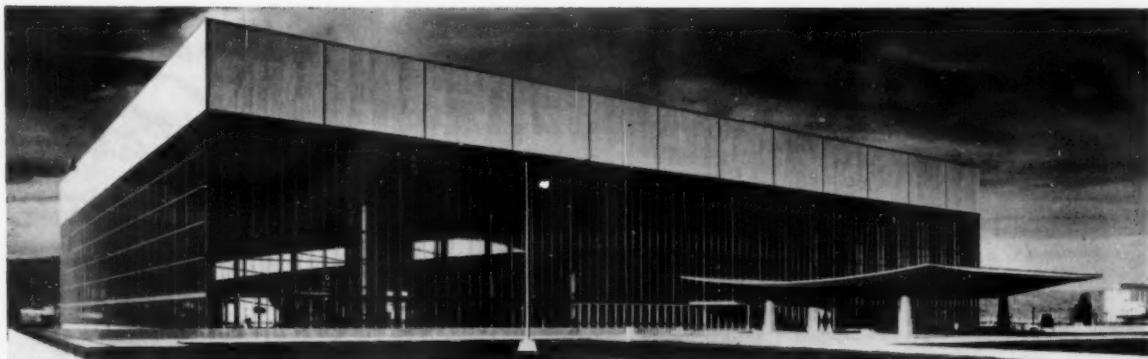


LOS ANGELES Memorial Sports Arena is for trade shows, too. Structure includes 150,000 sq. ft. for exhibits.



Western Halls

PORLAND Memorial Coliseum strengthens Oregon's bid by some 130,000 sq. ft. of exhibit space if you include the arena, assembly hall, exposition hall, concourse and smaller meeting rooms.



Long Beach International Exposition and Convention Hall, the oval shape structure will be able to accommodate up to 350 exhibit booths, according to its management. (Estimate is based on 10 x 10 ft. size booth.) Building, which is to adjoin the existing auditorium, located inside city's Rainbow Pier, will boost total exhibit capacity to 600 booths. Management feels that this capacity will increase its bid for more convention business.

Oval structure will measure 356 ft. long and 260 ft. wide. It will house 8,000 permanent seats, with additional space for 7,000 temporary seats when needed. Plan also calls for parking for 2,000 cars.

Sports Arena Doubles for Exhibits

Los Angeles looks to its Los Angeles Memorial Sports Arena as an enticement to show managers. Primarily designed for sporting events, it also can be used for expositions and trade shows. Its 100,000 sq. ft. on the main floor and an additional 50,000 sq. ft.

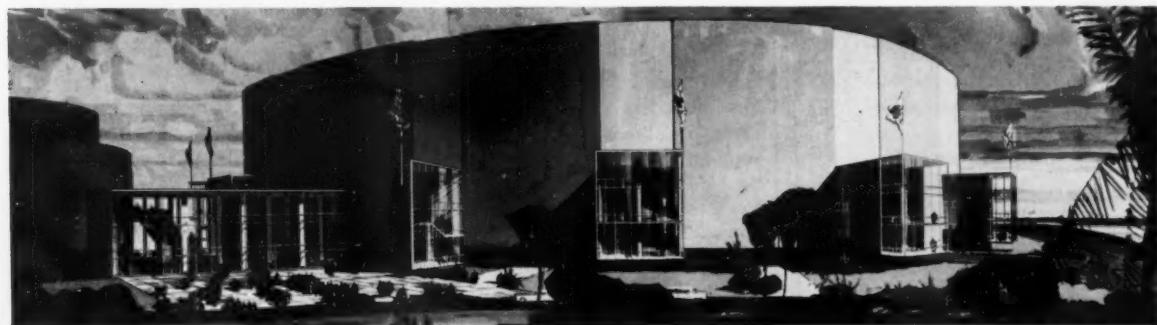
on the concourse level have been used by the annual Los Angeles Home Show, Western Electronic Convention and Exposition, Democratic National Convention, American Society of Tool Engineers and American Dental Assn. National Convention. Sports Arena cost over \$6 million to build on land held by the State of California. It is operated by a commission to represent the state, city and county. Location of the Sports Arena definitely is in its favor. It is less than 10 minutes by taxi from downtown Los Angeles.

Exhibit Area of 30,000 Sq. Ft.

Elsewhere in the greater Los Angeles area is the Santa Monica Civic Auditorium, known to TV viewers for the Academy of Motion Picture Arts and Sciences "Oscar awards" presented there. This relatively recent addition to Los Angeles' facilities has some 30,000 sq. ft. in which to place exhibits. Main floor has no posts or other obstructions in the 12,000 sq. ft. area.

LONG BEACH (Cal.) International Exposition and Convention Hall is a multi-purpose structure to be completed by June

1962. Plans call for the oval structure to seat up to 15,000 (7,000 temporary seats) and 350, 10 x 10-ft. exhibit booths.



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Space can take 150 exhibit booths, with normal allowance for aisles and accessibility, says the manager. Seating capacity of the main auditorium, including the balcony, is 2,700 people. There is also a meeting room to seat 700. By means of movable partitions, this room can be divided into seven sections, each accommodating 20 to 250 seats.

This Civic Auditorium combines the features of a theater, concert hall, meeting hall, exhibit hall and sports arena, according to its management. Main floor can be converted from a banquet room to an inclined theater type seating arrangement by means of a hydraulic system. Sound projection booth, sound and lighting equipment, facilities for television and radio are features of the auditorium. Dining capacity for the main auditorium is approximately 1,800. Within a block radius of Civic Auditorium, there is parking for 1,850 cars.

Crash Program

San Diego, Cal., has started a crash program for a new convention hall. Target date for completion is February, 1963. City Council accepted the proposal, without a dissenting vote, that a convention hall-civic theater project should be erected along with a new city hall. Convention hall-area building would contain about 50,000 sq. ft. of exhibition space, in addition to a main assembly room of about 4,000 permanent seats and 1,800 temporary seats.

Provision for an adequate number of meeting rooms with seating from 25 to 200 was also included in the proposal. Concert hall-theater with about 3,000 seats, is another aspect of the program.

Note of urgency can be found in argument Harry V. Sugarman, chairman of the study committee and member of the Agricultural District, presented in support of recommendation. He said that competition for conventions has doubled in California. He adds, "In 1954, there were 17 cities in California alone seeking conventions. In 1961, the number has doubled to 35. Add to this Las Vegas and Portland, Ore., with their impressive new convention centers, and the creation of Seattle's new convention center as part of the 1962 Century 21 World's Fair, and you

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begin to see the exceedingly threatened position San Diego is in." This attitude towards the immediate need for facilities is not uncommon in the West.

Three-Phase Program

San Francisco is in the second of a three-phase program to provide some 400,000 sq. ft. of exhibit space. In addition, a 9,000-seat meeting room and 125 committee meeting rooms are part of the project. Smaller rooms can be enlarged into sizes up to 1,000 sq. ft. in the Civic Auditorium proper, and larger in the exhibition hall.

First phase, an underground exhibit hall connected to the main area of the auditorium by escalators, was completed in April, 1958. Combined areas gross 106,000 sq. ft.

Phase two, at a cost of \$7.5 million, embraces reconstruction of the interior of the established auditorium and its exterior decoration. Plans call for 65 smaller meeting rooms, each with a capacity of 50 seats. Removable partition can expand these meeting rooms to 100, 200, 360 and 1,000 seat capacity.

Phase three will connect Civic Auditorium to a two-floor exhibit hall, with catering facilities for banquets, by means of an underground tunnel. Promenade will overlook a \$1-million landscaping job underway to transform Civic Center Plaza into an olive grove, interspersed with flags of the free world.

To run concurrent with this program is the reconstruction of the ruins of the Palace of Fine Arts of the 1915 exposition, an arc-shaped building to encircle a lagoon with a rotunda. City council has voted a bond issue of \$2 million to rebuild this landmark for an international conference hall. To this bond allocation, San Francisco millionaire Walter Johnson is to match that amount. Palace of Fine Arts will basically have an area for office space of 60,000 sq. ft., theaters of 3,000 and 5,000-seat capacities.

Portland Bids for More

Portland strengthens its bid for more conventions and trade shows with its recently completed Coliseum. City averages about \$10 million a year in conventions, but now hopes to boost that figure to \$50 million.



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This \$8-million public project offers a total of 130,000 sq. ft. of exhibit space, if you include the arena, assembly hall, exposition hall, concourse and smaller meeting rooms.

Arena, within a glass enclosure, can seat up to 13,500 people. Amphitheater provides 9,000 more permanent seats. Exhibit hall next door to the arena offers 53,000 sq. ft. of booth space in itself. Coliseum's assembly hall can hold events that seat 1,100 people for meetings and 480 for banquets. Kitchen facilities can turn out 5,000 meals when necessary. A 2,500 banquet group can be handled in the exhibit hall alone, at one time. Off-street parking can accommodate 2,000 cars on the Coliseum grounds. Nearby areas can handle 1,500 more.

Result of Fair

Seattle, Wash., plans to make part of its Century 21 Exhibition (1962) buildings permanent convention facilities after the six-month fair closes. Those buildings to be used for this purpose include a 6,500-seat arena, 800-seat theater, an exhibit-banquet hall to cater to conventions and trade shows which require up to 40,000 sq. ft., and a 3,100-seat concert and opera hall. Combined, these areas will provide a total of about 100,000 sq. ft. for exhibits. In addition, there will be some 20 conference areas seating from 30 to 500 people. In 1964, there will be added to this complex a 15,000-seat coliseum which will offer an additional 120,000 sq. ft. of exhibit space. Coliseum is estimated to cost \$4 million.

Las Vegas was one of the early,

recent cities to stake a claim for more conventions in the West. Completed in April, 1959, the \$6-million Las Vegas Convention Center has a main auditorium with a capacity of 8,000 seats, plus 17 meeting rooms, to handle groups from 55 to 1,200 people. Part of the center is an exhibit hall that offers 90,000 sq. ft. of exhibit space. However, if the different areas in the center are combined, a total of 135,000 sq. ft. of exhibit space is obtainable, according to its manager. Center has two kitchens to handle banquet affairs. Outside, there is parking for 7,500 cars. Las Vegas Convention Center is located a half mile to a mile and a half from the Strip's major hotels.

\$20-Million Project

Phoenix, Ariz., has Kent Organization, Inc., Los Angeles, developing plans for a convention hall as part of a \$20-million project, just north of the city. Convention hall would seat 8,000 to 10,000 people. In connection with possible expansion plans for new facilities, Stanford Research Institute has completed a study that recommended a better than \$8-million auditorium, of all-purpose design, be built there. If plan is accepted, arena would seat 9,000, music hall, 2,500, and would include an exhibit area. Eventual outcome of all this planning is still to be determined. However, it is further evidence that Phoenix is also looking that big apple.

Newer and better facilities is the password in the West. Projects vary in stages from just talk to concrete plans, all the way to recent completions. And there are still more hush-hush plans getting the feasibility-research treatment right now! ♦

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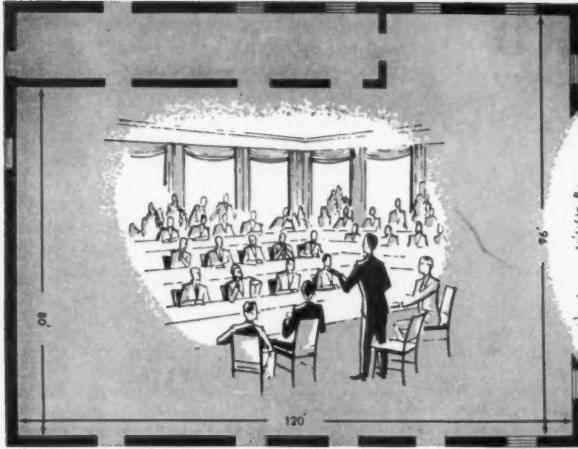
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How to Deal with 'Human Nature'

When you consider trade show activity, there are two human traits to keep in mind: Man is incurably inquisitive and he is constitutionally lazy. This includes the show visitor as well as the exhibitor. Here's what results from these traits.

By ROBERT T. KENWORTHY
Robert T. Kenworthy, Inc., Exposition Management

SUCCESSFUL exposition technique depends in large degree upon recognition of two simple characteristics of human nature: Man is incurably inquisitive; also constitutionally lazy. He is curious to know what's going on. Also he tends to take the easiest way—to delay—provoking the age-old precept, "Never put off 'till tomorrow what you can do today."

We all possess these two basic weaknesses, if you will. But, by being conscious of them, you can act accordingly in exposition work to make your exhibit an outstanding attraction and a sales success.

The original form of selling, which outdates history, was the marketplace. Every village, town and city the world over had, and still has, its market—eye-appealing and often alive with activity as vendors vie for attention of would-be buyers. It's the simplest and still the best method of selling.

The trade show is a modern market. Each exhibitor has something to sell—a product, a process, or a service. Each will have a better chance of success if he can attract the attention of attendees, drawing them to his booth to arouse their interest, stimulate their desire, and secure their action.

The modern exposition thus offers the knowledgeable, imaginative, resourceful exhibitor one of the finest ways to fulfill that fundamental yet simple, easily-remembered formula for all selling designated by the letters AIDA—Attention, Interest, Desire, Action.

Certain basic techniques have been developed to obtain the undivided attention of visitors. One—developed

by my own company—is space in depth. Rather than a long booth, occupying one side of the aisle, the booth is on both sides, with the aisle passageway through the booth. The same amount of space may be used, and a little ingenuity can bring the intimacy of a company showroom to an exhibit. Every visitor walking along the aisle must enter your exhibit area because he has to pass through your booth in order to reach the next exhibit.

There is another tremendous advantage in the space in depth con-

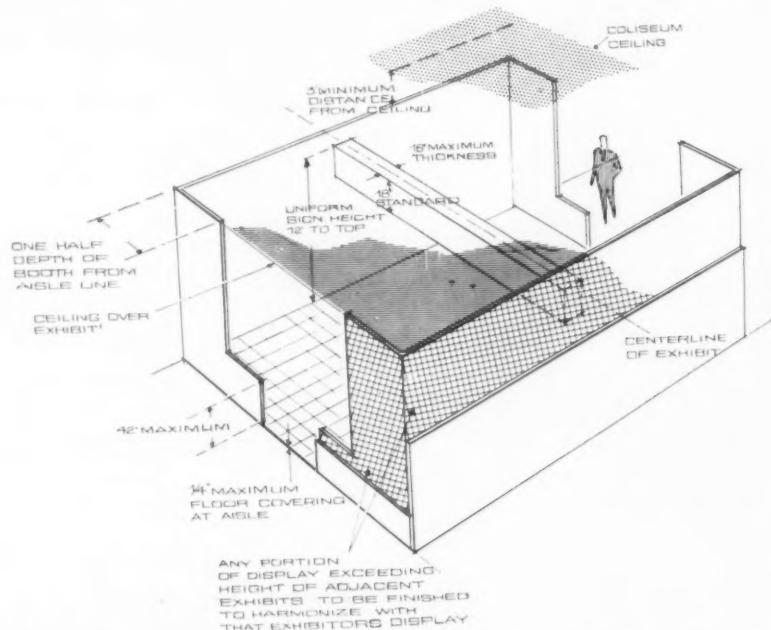
cept: You eliminate the danger of an exhibitor opposite your booth "stealing the show." An attention-getting device opposite your booth can draw all the people to one side of the aisle—and if this isn't your side you're out of luck—because the tendency is to pass on without looking across the aisle.

Space in depth brings the people right into your booth, this is the objective—but it cannot hold them there. That's your job to arouse interest. Many techniques and stunts have been developed for this purpose—with varying degrees of success. Cheesecake—scantly dressed females with much to offer will always attract a crowd. Unfortunately, however, the girl is remembered instead of the product. Companies are learning to avoid the unrelated gimmick—the source of attraction which cannot be associated with the product.

Have you ever watched a cigarette machine in operation? The tobacco and papers are fed into the machine, the cigarette is rolled, sealed, inserted into packets and finally into cartons. I have seen a fascinated, ever-changing group around such a machine hour after hour.

This is movement. It is the difference between a motion picture and a slide presentation. My suggestion is that you examine your own operation—your own exhibit—to determine if you could introduce movement.

► Another technique which you could adopt to stimulate interest is audience participation. This is undoubtedly the



PLAN shows exhibit built around aisle so "lazy" show visitors must walk through.

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trend today wherever people congregate. One of the most outstanding examples of this technique is at the Museum of Science in Chicago. The museum is some miles from downtown Chicago and yet it is always crowded. Why shouldn't it be—it's up-to-date, it's alive with movement, and every visitor is a part of it.

The museum is probably the finest example of audience participation in the United States. You push a button and a machine starts to work. You lift a telephone and hear why it works. You can go down into a coal mine or into a submarine. And if you are tired, you can sit down and watch a movie.

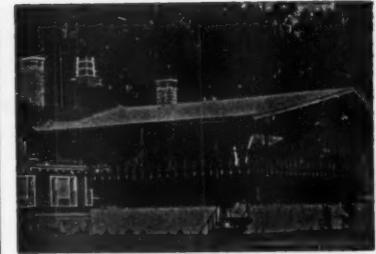
You may think, "That's fine, if you have half a million dollars to spend." You'd be surprised—the exhibit that held the attention longest at the museum was a glass-fronted incubator where you could watch the chicks hatch out. One day I had a public relations man and the national secretary of a technical society with me—people who had been around and know the score. Could I get them to leave that incubator? Not on your life. They, and the rest of the group would not leave until they had seen at least one chicken hatch out and break through its shell.

When you evaluate your show results you will find that they are directly related to the number of people who visited your booth and were exposed to your salesmen. It doesn't matter how much you have spent on your display or how outstanding its appearance, if you do not get the attention and interest of attendees you have not achieved a vital part of your objective.

Completion of the desire and action steps of the "AIDA" sales formula again depends on your know-how and good sense. Valuable advice in the latter direction is found in the vital editorial, "Why Waste Manpower at a Show?" in the Jan. 20, 1961, issue of this magazine. It concisely tells plans you should make—several of which I have often stressed in management of expositions—to realize the utmost profit from your exhibit. I quote but three very pertinent paragraphs:

► No sales force should be sent to a major show without plans for a pre-show or post-show sales meeting. Big cost is transportation to the show site. To miss the opportunity for a productive meeting when you already have paid to bring men together, you indulge in sheer waste.

Assignment of hours for attendance at the booth is not enough to justify a pre-show meeting. Nor is a simple explanation of the exhibit enough either. A real



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itself, with Southern
hospitality flowering.



Atlanta Biltmore

pre-show meeting should discuss the plan of attack to get the most out of show visitors. Possible approaches should be discussed and consensus should be drawn on the best ways to take advantage of time with prime prospects.

Pre-Show assignments should be more than a schedule of hours on duty in the booth. Each man should be given special investigations to complete. For instance, one man might be assigned to analyze competitive claims. Another may have the job to talk to as many fellow exhibitors as possible to get opinions on the show, market conditions, quality of attendance, etc. An executive might check on possible tie-ins with other companies' products for promotion of a system, perhaps. Still another assignment would be to check registration lists of the show or hotels for key people your salesmen would like to meet.

As indicated at the outset, this article is predicated on the premise that man is not only inquisitive but lazy. In exploring some aspects of the latter characteristic, as related to successful exposition technique, I would make it clear that it is the exhibitor who is often "lazy."

Rare Specimen

The exhibitor who is a "man of decision" is a rare specimen, indeed! He is the man who acts promptly when a show prospectus reaches him. He gets the prime space and good hotel rooms. Having committed his company to a display, he reads carefully the instructional material submitted and acts to have his exhibit ready in time. He forwards without delay the order forms provided for services and supplies. He receives preferential treatment in many ways. Particularly, he gets early the promotional material offered and uses it. His operations are smooth and unhurried. His participation is effective, efficient, economical and rewarding.

By contrast, there is the type of exhibitor, of whom there are many, unfortunately, who delays action and drives show managers to distraction. In his procrastination — due, we fear, often to sheer laziness — he loses to competitors the space he'd like. He fails to read the material furnished and complications develop in many directions. For lack of time, he frequently does not plan his exhibit or integrate it with promotion and his advertising and sales campaign to accomplish maximum results by coordinated effort. Then he blames everybody but himself — show, its sponsors and management — because the expected interest in his display does not develop. ♦

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ROCKET, made from nail keg, pulls stream of ad and promotional material across room to introduce new campaign. Men were told to "track" rocket.



EACH man in round-table session gives four minute presentation. Egg timer is used to keep time. Any who goes over the time is disqualified for prize.

Olin Has

JUST ABOUT EVERYONE knows it is a good idea to involve members of your audience in discussions. Few, however, get advance preparation by the audience for group activity.

Packaging Div., Olin Mathieson Chemical Corp., did at its sales meeting with good results. Salesmen were sent outline forms to assist them to create three four-minute presentations for round-table sessions. These round-tables produced valuable ideas both for the salesmen and the company.

First general sales meeting in three years, Olin's recent meeting at Grand Hotel, Point Clear, Ala., had an outer-space theme: "Countdown '61." Salesmen were called astronauts, products were rockets, district managers were flight leaders, speech reprints and technical bulletins became a space kit, success stories were break-throughs, even the coffee break had a new name—refueling session. Technical people on the program were billed as ground crew.

Meeting was announced to salesmen on a special letterhead with rocket insignia. In addition to orbiting planets and stars, the letterhead had a cartoon body and photographed face of George P. Johnson, director, sales and marketing, who appeared as a space traveler. This announcement alerted salesmen for the need to prepare "three four-minute presentations on the following topics: (1) 'V' cellophanes. A success story pointing up both the characteristics of the film and your particular sales approach; (2) Successful sales techniques. Success stories highlighting your own creative selling techniques such as store surveys, self-made packages or self-made presentations; (3) Potential new markets and new applications for our present cellophane product line."

While salesmen pondered how to prepare for their part of the meeting, Olin technical people had their jobs outlined for them, too. Johnson sent

Em Involved in Advance

Packaging film salesmen come prepared to give three four-minute presentations at round-table conferences. Awards given for best ideas. Thorough instructions in advance make sessions smooth and effective. This was first general meeting in three years.

memos to them to explain the meeting objectives and procedures.

"For each round-table session," Johnson pointed out, "salesmen will be divided into five groups, each presided over by a district manager. All groups will discuss a given topic simultaneously. This means that each district manager will preside over three separate round-table groups, one for each of the topics.

"Most of the introductory lecture material will be presented in the main meeting room before breaking into small round-table groups. Therefore, district managers will not be required to make a lengthy 'pitch' to their groups. Their main function in these sessions will be that of pilot and navigator."

Guides were sent to all speakers who were required to reduce their ideas to writing. When written speeches arrived, Johnson sent a memo back to speakers with this comment: "In looking through some of your drafts, I have noticed areas left for 'extemporaneous' coverage. My own experience has been that 'extemporaneous' can sometimes become synonymous with hazily made points and overly long coverage. It is imperative that both of these pitfalls be avoided.

"May I, therefore, strongly urge that you commit your entire speech to writing, even going so far as to mark on your own copy those portions which you can delete if we find in our pre-meeting run-through that

your delivery is longer than anticipated."

Speakers could call on Sales promotion Dept. for assistance with props. Props for meeting decoration were all geared to the space theme. Front of room was decorated with a curtain with silk screened planets and stars. Small and large rockets showed up in everything from name badges and place markers to stage ornaments and mechanical props.

In addition to the work salesmen had to do to prepare their four-minute presentations, they were asked to "Pick the 10 most outstanding or unusual packaging applications of cellophane you can find in your territory" and send them to the meeting in advance. If packages contained perishable



DECOR of meeting room lends emphasis to rocket theme adopted for meeting. Program included speech by rocket expert.



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ble items, salesmen could bring them, and some did.

To make sure that round-table discussions were productive, complete instructions on how to handle the 60-minute sessions were sent to district managers. The guide for group leaders included a timetable: five minutes for opening remarks; 40 minutes for salesmen's presentations (10 talks, four minutes each); 10 minutes for your comments on presentations; five minutes for closing summation.

These "general tips" were given to district managers:

- Get the men in your group to the round-table site as quickly as possible. (A complete schedule of round-table room assignments will be distributed to salesmen when they arrive at the sales meeting.)

- Remind the men that an award will be given at the end of each day to the man who gives the best presentation at each round-table meeting.

- Keep a strict time limit on each talk. You'll find timers [egg timers] at each round-table meeting place. Four minutes is maximum for each salesman. Announce that anyone running over four minutes will be disqualified for awards.

- Keep to the subject assigned for each round-table session.

- Be sure each man has his Guide Sheet with him, completely filled out, at each round-table session. They are to be left at his place and will be collected after each session. Packages and other materials should be left with the forms so they can be photographed and properly identified. These will be returned to winners in time for their second presentation in grand prize competition.

- The time schedule is tight, but you will have time to re-emphasize briefly an important point, sales strategy, unusual customer reaction or to compliment a salesman on a good presentation.

- You must pick a winner at each round-table session. Do this before you break up the session. Do not decide the winner by putting it to a vote. It will be up to your own good judgment to select a winner. Rating sheets will make your job of selecting

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DIRECTOR of Marketing George R. Johnson chats with Dr. Willy Ley, expert on rockets, (right) following the latter's speech on problems of space travel.

a winner easier. Rating sheets will be collected and used for reference when reviewing the various salesmen's presentations after the sales meeting. Be sure to announce the name of the winner.

8. Tell the round-table winner he will receive his award and give his winning presentation at dinner that night along with the other four winners. At this time, the five winners will also be competing for the grand prize of the day's round-table session. You and the other district managers will be asked to pick the grand prize winner after all presentations are given.

In addition to tips on how to run the session, district managers also were given tips on what to listen for in presentations and what the hoped for outcome of the sessions would be.

"Outside" as well as "inside" speakers were scheduled for Olin's film operation's meeting. Willy Ley, space scientist, added to the space theme and offered some interesting data. He pointed out, for instance, that launching man into space was basically a packaging problem involving the protection of the "space man" from outside, hostile environment and the sealing in of an "earth type environment."

Two other "outsiders" were William H. Gove, professional speaker on

salesmanship, and George Merklein, account executive, Doyle, Dane, Bernbach, Inc., advertising agency, New York City.

To eliminate any unnecessary pressure or influence, salesmen were assigned to round-table sessions conducted by a district manager other than their own. Salesmen were assigned to tables so that there would be a mixture of new and old salesmen in each group. Throughout all sessions, salesmen were prompted to take notes. (Memo to managers said that they "should insist" that men take notes "to get maximum value from every minute of the meeting.")

"Though we plan to get a lot of work done during the 1961 sales meeting," read one bulletin to salesmen, "we want to have some fun, too." So a reply card was included in mailing. On the card were listed eight sports activities—from golf and fishing to tennis and horseshoes—which salesmen could check. This gave Olin a count on what facilities to reserve.

Sports tournaments were held and booby prizes awarded. (Big prizes were limited to round-table session winners.)

Olin didn't miss many points in its plans for the meeting. For instance, publicity releases were sent to the home towns of each salesmen. Salesmen's wives received a note and a perfume atomizer. ♦

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FINAL adjustments are made to the equipment. Then, slides are checked to make sure each is in the right sequence for presentation.

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No matter the size of the audience, nor the shape of the meeting room, nor the conditions that prevail, there are audio-visual aids to fit. Few speakers use the ones best suited to them.

By BRADFORD HEARD

Vice-President, Photo & Sound Company*

PLACE YOURSELF in this man's position.

You've been asked to plan and conduct a sales meeting called to introduce a new product. All the company's brass will be present. The general audience will be made up of sales leaders, plant executives and sales personnel.

There will be slides to present to illustrate the new product's virtues and benefits. The engineering and research staff will want to demonstrate technical background. Speakers will vary in ability and experience. The program will last nearly a full day.

"Keep it lively—entertaining. We don't want the fellows to fall asleep," the man with the assign-

ment's told. Then, as a parting shot, he's informed: "And we'll want to repeat the entire program in the Southern District two weeks later."

Sound like a bomb with a fast-sputtering fuse?

It might have been. Fortunately our hero knew the two basics of sales programming: 1. Organize material in logical sequence; 2. Use the right audio-visual equipment.

With these points in mind he turned a sticky assignment into a prestige building accomplishment which earned him top management applause.

Here's the case history: The program was blocked out by segments for two sessions, morning and afternoon. Each participant's portion and each program step was analyzed to plan the most effective presentation.

Next the program chief checked with a local photo and sound concern to put audio-visual equipment experts on his side. He realized that many a brightly conceived meeting has fallen flat because those who plan it failed to match worth-while material with modern communication devices.

Equipment experts went over the program outline and advised the planning leader on audio-visual devices. They showed him how a seemingly complex presentation could be enhanced with use of a few pieces of versatile equipment. Each speaker's assignment could be fitted into the total program to achieve continuity and pace. And the speakers would find their jobs easier.

Program chief and the audio-visual team visited the program setting. It

* San Francisco

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was to be held in an auditorium with a low but deep stage. Anticipated attendance meant the seating area would be crowded.

"Rear view projection is ideal for this setup," said the audio-visual experts. "That will eliminate placing wiring and projectors in the seating area. We'll use a five by six-foot screen and raise it slightly higher than normal so that it will be entirely visible in the back rows."

Total of 134 color slides would be shown during the program. Not all slides belonged to the same speaker. Some required considerable explanation.

"Easily solved," said the experts. "Slides will be remote controlled by each speaker. They'll be able to pace their own presentations. We'll assign a technician back stage and he'll follow a program script in case there's any mishap or machine breakdown. Then, just to be certain, we'll have a dual projector ready to switch on if there's a mechanical failure.

"As for the microphone, use a neck-type mike. Speakers will pass the mike and the control button to succeeding speakers. This will give each speaker flexibility of motion."

Everything seemed to fall in place, but then the program chief received another program segment which added complications. "The advertising agency has completed the TV commercials and we'll want to show those," he was told. "And, oh yes, we've got a musical jingle we'll want the gang to hear."

"Guess we'll have to put a movie projector in the audience after all," the program chief groaned. "Not at all," came back his advisors. "A projector with a mirror attachment will work perfectly from the back stage. It can be controlled by script cuing—and the film will come on the screen just as clear and sharp as any of the slide pictures."

A tape recorder with two external speakers in the rear of the auditorium would take care of musical needs. A backstage technician, following the script for cues, would handle the sound with fingertip controls. They could run the theme as sort of a musical undertone as the crowd took its seats, and play it as the audience left the auditorium for the noon break.

And so our hero's program fell into place. He did have one queasy moment when the research chief complained the screen was too high for



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him to point out important drawing details on his slides. That hurdle evaporated with suggestion of an electric projection pointer. This device projects a sharp beam of light in shape of an arrow over considerable distance. The research speaker could stand away from the screen and still focus attention on details by projecting the light beam.

On the advice of the audio-visual consultants, the initial program was tape-recorded in its entirety. It was played back later for the participants so that they could detect flaws before the second performance was given.

Although the above true case-history outlines typical problems faced by anyone assigned to arranging a major sales meeting presentation, knowledge of what's new in audio-visual equipment can help any speaker add luster to public speeches or sales gatherings.

The following brief descriptions, presented with the realization that developments are proceeding so quickly in the world of audio-visual communications that most equipment is outmoded virtually as soon as introduced, are intended to spotlight some of the devices that you might use if you become the man-on-the-spot. These devices will help:

1. Make speeches more persuasive and entertaining.
2. Inspire increased audience reaction.
3. Take the work out of speech preparation.
4. Make it easier to present the same text time and again with equal enthusiasm.

For example, there are units available which combine a screen, projector, tape recorder and record player in the same compact package.

An entire presentation can be housed in this compact unit. Everything is easily accessible, easy to operate. The speaker takes the unit from meeting to meeting (it fits in a station wagon) and he adds the personal touch at the podium. The device can be turned off and on with the touch of a button. The speaker can use a film clip, plus sound, to underscore a point or more vividly explain a technical detail. He can stop it at will to interject personal comments.

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One of the most favored pieces of audio-visual equipment in use today is the overhead projector. This type of equipment is often thought of as primarily designed for large gatherings. Actually overhead projection offers outstanding versatility and audience impact for any size group.

Overhead projector enables the speaker to reach his audience with new attention-getting techniques that keep a gathering alive and alert. You can project all or portions of a transparency; write dramatically with black crayon over the transparency and have the writing appear on the screen while it is being made. You can project transparencies one on top of another to produce colorful, effective visuals. Transparencies can be made of different colors to add color impact to a step sequence.

More elaborate, but gaining in use for large gatherings, are closed-circuit TV units. They transmit up to one-fifth of a mile. A closed-circuit TV camera can transmit to monitors—or several cameras can be tied into one monitor.

For the speaker who hops from meeting to meeting there's a new portable lectern with a microphone, speakers, amplifier, and reading lamp all in the one self-contained, portable unit. Designed with rugged transistors and other new electronic components, it is light and rugged. Sound qualities are excellent. Portable lectern is ideal for the sales manager who frequently addresses outdoor gatherings or often finds himself at meetings where the only speaking equipment is a bare table.

If you're an occasional speaker you should know about such worth-while aids as portable easels and display stands, flannel boards, and portable pulpits. The latter can be held in the hand. They have a light and enable the speaker to read from notes or printed text in a darkened room.

► Development of new audio-visual equipment has been spurred by the military and its needs to train men quickly to handle complex equipment and assignments in this missile age. Even with this powerful impetus many business firms lag sadly behind in adopting new communication developments. And, strangely enough, few but the most experienced speakers use the types of audio-visual equipment best suited to their needs.



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Letters to the Editors

(Continued from page 19)

design and traffic pulling ideas. I am referring to the vast group of small manufacturers who find themselves "assigned" to a small uninteresting hotel room for a trade show exhibit.

I can certainly appreciate the value of disseminating information on what has been done by large manufacturers who have trade show managers, adequate budgets, and extensive display services. Unfortunately, there are many of us to whom trade shows are tremendously important, but who cannot possibly consider expensive design and display services for basic budget reasons.

We are the people who need help and suggestions from publications such as yours. Show us some inexpensive ideas and suggestions for making a 14 x 20 ft. hotel room attractive and appealing. Give us the benefit of your broad market contacts through ideas for stopping the "quick glance hall walker." This is the elusive bird that we would all like to have visit our displays.

Perhaps you will find time to look into this problem before your next trade show issue. Many of us hope so.

J. B. Anderson

Sales Manager
Guy Hobbs, Inc.
Dallastown, Pa.

Training Session

In your issue of Jan. 15, 1960, there was an article by Robert Alvin in regard to an acting course for salesmen.

I would like very much to establish such a course in our agency during the summer months. Any information you might give me concerning this idea, or how I might contact Mr. Alvin would be greatly appreciated.

E. B. Bingham, C. L. U.
General Agent
Fort Wayne, Ind.

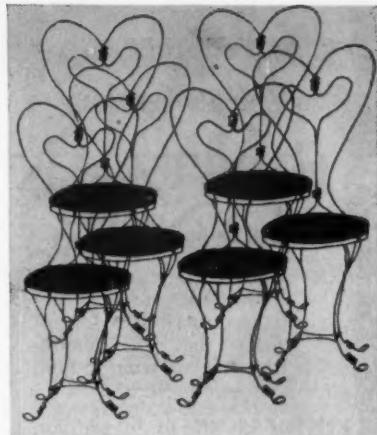
Prompt Response

Thank you for your very prompt response to my inquiry for material pertaining to "open house" events.

To prove that I read your excellent publication, I already have reviewed two of the articles. The others you sent really helped.

Leo Zweig

Sales Manager
Westco Products
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Selling Skills Training

(continued from page 36)

the juniors, who have found the handle on the product but still aren't quite sure how to pitch it; seasoned salesmen, who look (and may be) terribly bored by it all; and old hands, that only stereo-sound and bikini-clad visual aids will keep fully awake. The meeting built around recordings of actual sales interviews provides a common denominator for a mixed group that is based upon a very human fondness for criticism and comparison.

Some suggestions for obtaining tapes are shown on page 35. Once sales presentations are recorded, they are transcribed word for word, usually in the home office. One or two transcriptions that deal with the product that is to be subject of the meeting are mimeographed in sufficient copies for those who attend. Other things required are: a playback device of sufficient amplification, printed forms, a blackboard or newsprint easel, and complete set of product training and sales literature for each trainee.

The meeting begins by furnishing each participant with a blank Sales Story Outline form (see page 34) along with a set of the product literature and sales aids. Either as a review of a familiar product or as an introduction to a new one, each section of the form is discussed by the group and the appropriate conclusions entered by each individual on his form. The instructor, who moderates this open discussion, records the same information on the blackboard to serve as a convenient visual reference for

the whole group in later discussions of the recorded interview.

When all product information and selling strategy have thus been agreed upon, it is announced that there will be played a tape recording of an actual sales presentation on the product. It is important to advise the group that neither the salesman nor the prospect to be heard were aware that a recording was being made.

After listening to the recording, each trainee receives a copy of the transcription; then the tape is played again. Before it is played for a third time, participants are asked to note on their copies any good points made by the salesman, any fumbles in answering questions or handling objections, any omissions of customer benefits—in short, to note how well the salesman performed in presenting product information and executing the selling strategy previously agreed upon in filling out the Sales Story Outline form.

Following this third play-back (repetition is vital to success of the technique), the blackboard is used to record the group's critique of the sales presentation. Under the headings of "Good", "Fair", "Poor", "Omitted", participation in this portion of the meeting is usually enthusiastic and fast-moving.

Instructor Must Be Alert

The instructor must be alert to draw out and clarify important points by questions to the group such as: "How could this objection have been

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better handled?" "Where could he have worked in this point?" "What about his close—was it good, bad or indifferent?"

When the recorded presentation has been thoroughly explored in this fashion, each participant is given a copy of Sales Presentation Rating Sheet (see page 149). This check list has been designed to highlight certain basic selling skills that apply to all sales presentations. Without group discussion, each man uses the sheet to evaluate the recorded sales interview. The instructor briefly points out specific instances of these selling skills or lack of them with reference to the recorded presentation.

A second tape, to demonstrate different problems in relation to the same product, may then be presented in the same format. Where possible, it is always more instructive to pair one poor and one outstanding recorded sales presentation on the same product.

Participants take with them from the meeting the Sales Story Outline form (with its product information and selling strategy), the mimeographed transcription (with its notes),

and the Sales Presentation Rating Sheet—three aids for study and self-evaluation of their own presentations that they have had a share in preparing.

Small meetings (up to 12 participants) require no special techniques to use this sales training method. Larger classes, in accordance with good group training practices, should be fragmented into "buzz groups" to pool ideas before each of the blackboard sessions.

The following tape-recorded comments are typical of the opinions of attendees at this meetings:

Salesman (6 years' experience): "My God! After hearing that tape and filling out those forms, I'll bet my own pitch on (product) is worse than his!"

Supervisor (18 years): "This is by far the finest training method for both old and new men that I've ever seen or heard about."

Salesman (4 months): "Thank God somebody else stammers and flounders around like I do."

Salesman (9 months): "He didn't give

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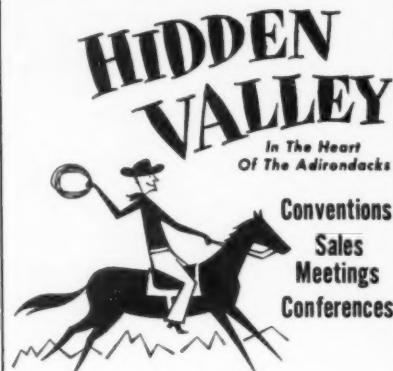
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Did salesman get prospect's attention?	<input type="checkbox"/> yes	<input type="checkbox"/> no
Did he use leading questions?	<input type="checkbox"/> yes	<input type="checkbox"/> no
Did he get prospect's participation?	<input type="checkbox"/> yes	<input type="checkbox"/> no
Did he explain <u>all</u> product benefits?	<input type="checkbox"/> yes	<input type="checkbox"/> no
Did he <u>prove</u> product benefits?	<input type="checkbox"/> yes	<input type="checkbox"/> no
Did he handle objections successfully?	<input type="checkbox"/> yes	<input type="checkbox"/> no
Did he handle questions well?	<input type="checkbox"/> yes	<input type="checkbox"/> no
Did he quote price correctly?	<input type="checkbox"/> yes	<input type="checkbox"/> no
Did he use action-getting close?	<input type="checkbox"/> yes	<input type="checkbox"/> no
After making the above analysis, if you had been the prospect, WOULD YOU HAVE BOUGHT?	<input type="checkbox"/> yes	<input type="checkbox"/> no

(keep this checklist to evaluate your own presentations)

the buyer delivery information—I wonder if I always do?"

That the same tapes can be used equally well to train individual salesmen was brought out by one representative, who commented wistfully: "I wish I could have heard some tapes like these before I made my first call—it would have saved me a lot of grief". A veteran supervisor said: "The most important thing, I think, about this type of meeting is that it emphasizes general selling principles as well as providing product information."

Psychological Need

Success of this method to develop vital selling skills is rooted in a psychological need in most salesmen to compete with vocational peers. Anonymity of the recorded salesman allows participants to criticize freely and to demonstrate their superiority without inhibitions that would restrain them if he were an identifiable associate. By furnishing detailed standards of selling skills as agreed upon by the group of which he is a

part, the technique allows the salesman to examine, evaluate and even discuss his own performance in a setting that does not threaten him with either embarrassment or with the judgment of his superiors.

Salesmen are increasingly being recruited from among inexperienced college graduates or from non-selling occupations. As trainees, they will become more productive more rapidly if they have been through the mill—at least vicariously—of objections, technical questions, and personality encounters—before their first sales call. Sales presentations of experienced men often fall into a rigid pattern which is usually sufficient to produce sales but which seldom allow them to reach their full potential.

High cost of personal selling makes it imperative that the novice receive as much help to develop selling skills as in the assimilation of product information. For this same reason, the experienced salesman should frequently be given a pointed opportunity to evaluate his presentation, perhaps grown stale.

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Subject: PROBLEM SOLVING

The Greeks may or may not have a word for it, but they have developed a solution to a gnawing problem: preservation of the Parthenon in Athens. Every night they bring a load of cracked marble from nearby quarries and dump it at the Parthenon. This way tourists can steal all the souvenir marble they can carry away without doing any damage to the ancient structure.

Subject: PROGRESS

The budding young actor burst into his father's study. "Dad, guess what? I've got my first part in a play," he sputtered. "I play the part of a man who has been married 35 years."

"That's a good start, son," replied the father. "Just keep at it and one of these days you'll get a speaking part."

Subject: SUBSTITUTE

On a country lane in England a prim old lady met a little girl leading a cow and said to her: "Good morning, little girl. You're very small to be leading such a big cow. Where are you taking her?"

"To the bull, marm," was the reply. "Dear me," said the lady, very much shocked. "Couldn't your father do that?"

"No, marm," said the little girl very politely. "It has to be a bull."

Subject: UMPIRES

The baseball coach went to his last reward and arrived at the pearly gates. He was welcomed by St. Peter who pointed out, "You have a great team to coach up here." The coach was overjoyed when he heard the list of players including Babe Ruth, Lou Gehrig and all the other greats of baseball.

The coach wasn't on the job 10

minutes when he received a phone call from the lower region. "Want to play a game?" asked the smokey voice. "Play a game?" replied the coach. "Why that's ridiculous. How could you win when we have the greatest players that ever lived?"

"You might have the greatest players," the man from below agreed, "but don't forget, we have all the umpires."

Subject: CROSSWORD PUZZLE

"Why are you crying, little man?" asked the old gent as he came upon the lad.

"Father spanked me for doing a crossword puzzle," he whined. "Good gracious! Why?"

"Well, sir, one clue was a word of three letters meaning what is drunk every afternoon. I wrote down 'Dad!'"

Subject: STRATEGY

A young man-about-town was not enjoying all the success of which he deemed himself worthy. His buddy, a mathematics whiz, offered some help.

"Help, me?" exclaimed the wolf. "Why I date more women in a week than you see all year."

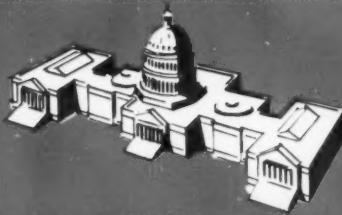
"Oh, I know," said the math specialist, "but I can give you the secret on how to get their ages and addresses simply."

"This I can use," said Romeo. "How do you do it?"

And this is the formula he received:

Ask the young lady to write down her house number on a slip of paper and not show it to you. Then have her double it. Add five. Multiply by 50. Ask her to add her age. Then have her subtract 250.

"The resulting number," explained the mathematician, "will give you her address at the left and her age on the right."



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